



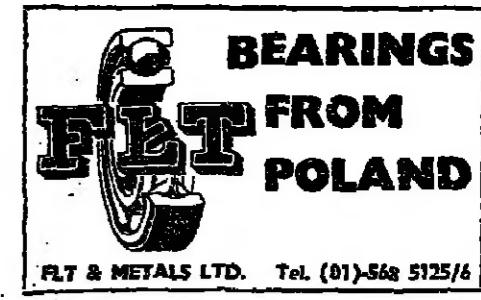
FINANCIAL TIMES

No. 27,509

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NEWS SUMMARY

of the
Dutch
Urse siege:
72 held
hostage

Four to six South Moluccan guerrillas, firing machine-guns, stormed a Government building in the northern Dutch town of Assen, took about 72 hostages and demanded the release of fellow guerrillas from Dutch jails and a jumbo jet to fly them out of the country.

Last night the South Moluccans set a deadline of 2 p.m. to-day for the release of the prisoners and their own free passage from Holland.

At least five people were hurt in the assault and an ambulance, attempting to reach one casualty, was hit by gunfire.

The attack plunged Holland into its third hostage nightmare in just over two years involving members of the country's 40,000 South Moluccan community. The guerrillas want the former Dutch colony of Indonesia to grant independence to the South Moluccan Islands. Page 3

Begin speaks of revenge

Mr. Menahem Begin, Israeli Premier told the Knesset (Parliament) that Israel will "cut off the evil arm" of the Palestine Liberation Organisation. He was giving an account of the weekend raid which left 58 civilians and nine guerrillas dead. In Washington, it was announced that Mr. Begin's postponed talks with President Carter are to take place on March 21 and 22.

From Tyre, Lebanon, it was reported that more than 200 Palestinian guerrillas reinforcements belonging to Saïqa, a group led by Syrian officers, had entered the city. From Beirut, PLO claimed that it was not seeking help from Syrian forces in Lebanon to help ward off the expected Israeli retaliation. Page 4. Editorial Comment: Page 16

Owen makes new Rhodesia appeal

Dr. David Owen, Foreign Secretary, speaking in London last night, renewed his plea to all sides in the Rhodesian dispute to come together to "see even at this late hour" if a settlement could be negotiated. The only alternative, he warned, was continued armed conflict. Earlier, Dr. Owen had spent two hours with Mr. Joshua Nkomo and Mr. Robert Mugabe, the Patriotic Front leaders. Kaunda, Idris, Page 3.

Blow to forces

Mr. Fred Mulley, Defence Minister, speaking in the Commons, dashed any hopes still remaining in Britain's armed forces of an immediate pay deal to help them recover ground lost in the past two years. Page 10.

£25,000 snatch

An armed gang is thought to have got away with £25,000 after forcing its way into the Elephant and Castle, London, shopping precinct branch of Lloyds Bank and seizing a cleric as a hostage. Page 9.

U.S. skyjack

A United Airlines Boeing 727 was skyjacked on a flight from San Francisco to Seattle by a man who claimed to have a bomb and to be suffering from an incurable disease. Late last night the man held three flight crew hostage aboard the jet at Oakland, California.

Briefly...

Mr. Andrei Sakharov, the prominent Soviet human rights activist, said in Moscow that his telephone had been cut off.

BBC Television is to give live cover to all Scotland's matches in this summer's Argentina-held World Cup.

The Queen and the Duke of Edinburgh were shooed at by a middle-aged woman at a Westminster Abbey Commonwealth Day service.

CHIEF PRICE CHANGES YESTERDAY

(Prices in pence unless otherwise indicated)

RISSES

RTR (C. H.) 238 + 5
Boozier (C. H.) 251 + 48
Bluebird Confection 153 + 7
Browne McCullough 212 + 6
Bowring (C. T.) 118 + 3
Cement-Roadstone 127 + 4
Cowie (T.) 121 + 44
Desoufie Bros. 151 + 5
Earnell Elect. 208 + 8
Green (L.) 48 + 44
Gulliford Whitley 107 + 7
Gainsborough Hides 120 + 6
Guinness (A.) 165 + 3
JCL 223 + 8
Johnson-Richards Tiles 113 + 31
Lodbrooke 182 + 5
Nat & P. Poster 201 + 12
NatWest 273 + 6
Queens Moat Houses 281 + 3

BUSINESS

Equities
disappoint;
no change
in Gilts

• EQUITIES disappointed dealers' hopes of a follow-through after last week's gains, and the FT Ordinary index closed 0.6 up at 450.6.

• GILTS marked time, with marginal falls in shorts. The Government Securities index closed 0.11 down at 75.85.

• STERLING gained 50 points against an erratic dollar, to close at \$1.9165. Its trade-weighted average fell to 64.4 (64.8). The dollar's depreciation improved to 2.4% per cent. (11.13).

• GOLD rose \$12 to \$127.1.

• WALL STREET closed 1.33 up at 759.96.

• COCOA prices rose sharply on speculative buying, and the March position climbed above

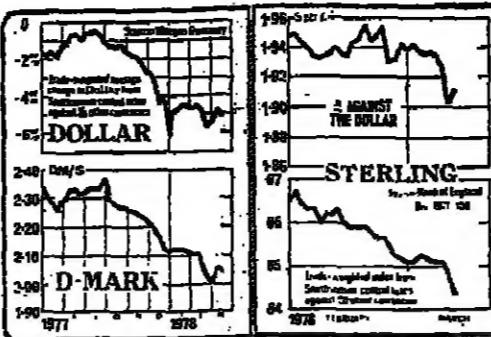
DOLLAR FALLS BACK, FRENCH FRANC UP SHARPLY

BY MICHAEL BLANDEN

THE DOLLAR fell back yesterday afternoon as foreign exchange markets reacted with disappointment to the new U.S.-West German support measures, while the French franc gained sharply on the news of the French election result.

Expectations of a major package of measures to stem the pressure on the U.S. currency had been built up over the weekend, and the dollar showed sharp gains in thin and nervous early trading yesterday.

Bankers argued, however, that the measures announced did not go far enough. Many sections of the market had been expect-



U.S. and Bonn act to steady markets

BY JUREK MARTIN, WASHINGTON, MARCH 13

THE U.S. and West Germany hoover, the West German Finance Minister.

In it both sides reaffirmed "that continuing forceful action will be taken to counter disorderly conditions in the exchange markets and that close cooperation in the pacific, as announced simultaneously to-day in Washington

developments during the first quarter of 1978 will be particularly important in determining the future course of economic policies in the Federal Republic and elsewhere."

"However, data to permit such an evaluation will not be available before mid-spring. German and U.S. economic policies will be

remain firmly oriented toward self-sustaining recovery, steady non-inflationary growth and stability in foreign exchange markets."

The U.S. in practice, interprets this to mean that sometime in early May the West German Government will review the progress of its economy and, if necessary, contemplate remedial action.

For its part, the joint statement contains an explicit recognition by the U.S. of the need for an energy policy and the need for President Carter to take executive action should the Congressional alternative prove unpromising.

The U.S. feels that the pledge to use, if necessary, its IMF

Continued on Back Page

A direct sale from the Treasury to the Bundesbank of U.S. holdings of \$800m. Special Drawing Rights (about \$740m.) in order to purchase Deutsche-marks.

A statement of U.S. willingness to draw on, if necessary, the \$5.16bn. it has unconditionally at its disposal with the International Monetary Fund.

The joint statement was issued under the names of Mr. Michael Blumenthal, the U.S. Treasury Secretary, and Herr Hans Maffi-

over the weekend in consultation with his German counterparts, said this morning that the agreement represented "a convergence of views" between the two countries to a much greater extent than had existed until

now.

The U.S. which has consistently been urging Germany to stimulate its domestic demand, attaches special importance to that part of the joint statement which declares that "economic

Continued on Back Page

Ever Ready challenges price recommendation

BY DAVID CHURCHILL

THE EVER READY Company last night decided to challenge a Price Commission recommendation that it should be allowed to raise dry battery prices by only 2 per cent instead of 7 per cent.

The company said it was asking Mr. Roy Hattersley, Prices Secretary, to allow the full 7 per cent.

It also said that the Commission's report published yesterday contained inaccuracies and disclosed information of value to foreign competitors.

The Commission's recommendation of a 2 per cent rise to last until September, followed a three-month investigation into the company's finances.

The Commission was influenced by Ever Ready's dominance of the U.K. market—it has about a three-quarter share—and the present high return on capital.

On a historical cost account-

ing basis the company's return on capital has risen from about 21 per cent. in 1975 to over 41 per cent. at present. The rise is between 8 and 21 per cent. on a current cost accounting basis.

The Commission argued that the company's dominance of the traditional dry battery market is such that we feel that an increase of 7 per cent, even if the new price were held until February 28, 1979, would result in a return on capital well above the level that could be obtained in a more competitive market."

Mr. Hattersley is considering the Commission's report and Ever Ready's objections. The Commission is believed to be confident that its report is fair and should be accepted.

Ever Ready might have been angered a larger rise if the Commission had been given details of a proposed investment programme to finance the development of high technology battery systems.

But because the company did not provide information on financing arrangements, the Commission was unable to take it into account.

Ever Ready might have been

angry if the Commission had interpreted the U.K. dry battery market and has been unduly influenced by conditions only applicable in the U.S.

Ever Ready also points out that it has raised prices by only between one and 15 per cent. since August 1976.

However, the Commission says it is prepared to reconsider its policy on battery prices when the restriction expires in September and in the light of firm authoritative information not only as to current manufacturing costs, but also as to proposed future capital expenditure and the sources from which the funds will be sought."

Mr. Hattersley is considering the Commission's report and Ever Ready's objections. The Commission is believed to be confident that its report is fair and should be accepted.

But Mr. C. Black, Every Ready's chairman, said last night: "We do not feel the Commission has correctly interpreted the U.K. dry battery market and has been unduly influenced by conditions only applicable in the U.S."

Ever Ready also points out that during the mediation talks they had proposed that the period during which skilled

IG-Druck called the strikes, in

German printers locked out

BY ADRIAN DICKS

WEST GERMAN newspaper publishers and printing employers to-night declared a nationwide lock-out against printing belonging to IG-Druck, following the breaking of talks in the dispute over the introduction of new electronic typesetting equipment.

The lock-out decision, which could leave West Germany without newspapers or magazines after Wednesday morning, was taken after warnings that the union ought to call off "annihilation" strikes against five news-

papers.

IG-Druck called the strikes, in

BONN, March 13.

hot-metal printing workers should be scaled down in salary to lower levels under the new technology should be extended from five to six years.

IG-Druck, however, wants cast-iron guarantees of members' pay, status and manning levels when the new typesetting equipment is introduced. They fear that journalists or office staff could replace them.

The journalists' union has urged Chancellor Helmut Schmidt to intervene to end the dispute.

Men and Matters. Page 16
Engineering Dispute. Page 3

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of the day, following the lower than expected level of support given to the Left-wing parties in the first round of the general election.

It jumped to Frs.4.735 to the dollar, compared with Frs.4.8725 on Friday, and Morgan Guaranty's calculation of its effective depreciation narrowed from 11.15 per cent. to 8.48 per cent.

The pound also ended slightly better against the dollar, after suffering early in the day when the Bank of England may have given some support as the rate slipped to \$1.8825.

At the close, sterling was 80 points up at \$1.9105, but its trade-weighted index dropped from 64.8 to 64.4 after touching 64.1 at noon.

French Left form pact for final round of poll

THE FIRST ROUND

FRENCH ELECTIONS

Mitterrand claims 'success'

BY DAVID WHITE

THE STATE OF THE PARTIES:

First round votes per cent.

Parties of the Left

Communists	20.5
Socialists	22.5
Left-wing Radicals	2.1
Total	45.1
Extreme Left	3.3
Various opposition	1.1
Ecologists	2.1

Government coalition

Gaullists - RTR	22.6
Centrists - UDF	21.5
Support for the President	2.4
Total	46.5
Diverse pro-Government	1.0
Extreme Right	0.9

THE GOVERNMENT centre parties have the most reason to be pleased about it. The Gaullists, their more powerful allies can draw some satisfaction from having kept ahead of the Socialists in votes, but by the shortest of short heads. The Socialists are strengthened but disappointed. The Communists are knocked back, but in fighting mood. And from the relatively safe distance of the Elysee Palace, where President Giscard d'Estaing watches over it all, the results of the first round of France's legislative election show the forces of Right and Left in tantalising balance.

M. François Mitterrand, the Socialist leader, said to-day that his party was the only one which could "presume to have been successful" in yesterday's high-turnout poll. The Socialists gained 2m. voters and pushed up their share of the total by 4 per cent, assuring their 7m. votes and establishing them as the main political force, not only on the Left but in France as a whole.

This statement was not quite vindicated by the poll result as given by the Ministry of the Interior, which, with all votes counted except for French Polynesia, gave the Socialists 22.5 per cent, pipped by M. Chirac's neo-Gaullist Rassemblement pour la République (RPR) with 23.6 per cent. But counted together with the closely-allied Left-wing radicals, the smallest of the three "common programme" parties, total and be able to present its approval for "its aims of pro

posed" from pre-election opinion polls.

M. Mitterrand blamed the stalling of Socialist hopes on the "unfair polemics" of the Communist Party, which had broken the "momentum of unity" and on the "formidable campaign of propaganda and money" organised by the Right.

M. George Marchais, the ebullient Communist leader, claimed to have held his ground.

The party lost half a point on its record five years ago, and, with 20.5 per cent, fell a long way short of its hopes, which it had set by M. François Mitterrand and put them ahead of the Gaullists.

For the three-party alliance hastily cobbled together and flying the personal colours of President Giscard d'Estaing, the result was undoubtedly good. The 21.5 per cent. of the vote, gained largely thanks to a useful advance by the Republican Party, which is President Giscard's own creation, shows that the centre may, after all, exist. In this sense, the President himself is undoubtedly one of the victors of the election.

For the Communists, the good

news is that they have not suffered a loss of vote to the Socialists. The bad news is that they are stagnating. Their 20.5 per cent was marginally short of their score in 1973.

Including the 3.3 per cent gleaned by the extreme Left, which is partly a frustrated reaction to the battle between Socialists and Communists, the Left finished with 48.4 per cent of the vote. In other words, while ahead of the 46.5 per cent gained by the three Government parties campaigning against the Common Programme, the Left still does not have a majority.

The question now is whether the votes cast in the first round will translate into seats. For 88 MPs, including 18 Ministers, this is no longer a problem. They romped home in the first round. Of these 88 winners no fewer than 83 support the Government and 30 of them are Gaullists - a tribute to the Gaullist hold on the "bourgeois" areas of cities and rural areas with small electorates.

Again, assuming such an agreement is reached, the Communists

will face Gaullists in 92 seats and Centrists in 63 while the left-wing pack in 18 constituencies. This time, the Socialists are in front in no fewer than 22. The Socialist vote

across the country

will be 12.8 per cent of the vote necessary to get through to the second round, leaving different Government candidates with a purely national contest.

Elsewhere the Socialists or their Radical allies emerged as the best-placed Left-wing party in 260 seats and the Communists in 155 seats. On the other side of the fence, where it is already agreed that only one candidate will remain in contention, the Socialists carry the Government colours in 237 seats and the UDF alliance in some 158.

This means that although the parties are very close in total vote, the final distribution of seats will favour the Gaullists on the Right while on the Left all depends on the Socialists and Communists reaching an agreement to support a single joint candidate.

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TUNISIA

January violence leaves anxieties

By Margaret Hughes, recently in Tunisia

TUNISIA IS anxious to reassure the outside world that stability has been restored following the outbreak of violence on January 28—the day Tunisia's first ever general strike was called by Mr. Habib Bourguiba, leader of the General Union of Tunisian Workers (UGTT). Tunisia's sensitivity to outside opinion derives from its need to attract foreign investment and finance to achieve the ambitious targets of its five year plan (1977-81). It is still too early to judge whether or not Tunisia will succeed in restoring international confidence. Certainly there are few visible reminders of "Jendou Nira," as January 28 is now remembered. The situation, nevertheless, remains fragile. Several issues remain unresolved, giving rise to rumour and uncertainty. Not everyone shares the government's conviction that now the escalating unrest of the past year has finally come to a head, life can get back to normal. Tunisians are still shocked by the violence which disrupted their normally peaceful lives. During the street fighting many people were killed—the official figure is 48 though the total is reputed to be nearer 120.

Altogether over 1,200 people were arrested, both in the streets and at home, though no official list has been published. Many were immediately released. Many more were sentenced to between six months and 61 years imprisonment. But the key figures have yet to be charged. The number of trade union officials said to be under arrest—in "preventive detention"—varies from 40 to 100 but include Mr. Habib Bourguiba and ten of his 12-man executive bureau.

Mr. Hedi Nouira, the Prime Minister, claims there is "absolute proof" that the strike was politically motivated. Few argue with this claim. Even those who believe there were sound reasons for the social unrest concede that in the latter stages this has taken on political overtones, at least at the level of the UGTT executive. This is hardly surprising given that the UGTT has been the only cohesive opposition to the Government. No political parties have been legalised apart from the ruling Destour Socialist Party (DSP) which has been in power under President Bourguiba since Tunisia gained its independence from France in 1956.

Mr. Nouira and his ministers are convinced that the strike was a premeditated attempt to overthrow the Government. It was a threat which the Government took seriously. Having suffered five ministerial resignations in December over the dismissal of Mr. Tahar Belkacem, the Minister of the Interior, it could hardly do otherwise.

The UGTT now has a new general secretary, Mr. Tijani Abid, an old UGTT hand and a member of Mr. Bourguiba's executive. Mr. Abid and ten new executive members were elected at an extraordinary congress on February 25 after the UGTT statutes were changed so that the 13-man executive, rather than the 450 congress delegates, elected the general secretary, while it is claimed that the congress delegates themselves were "designated" rather than elected to attend.

At the same time the Government is planning to remove the "potential mobs of violence"—the young jobless—which it claims are used by political activists. It is working out a Service Civil scheme whereby these young people will be conscripted to work in factories or on agriculture where they will stay until they find alternative work.

OVERSEAS NEWS

Begin says Israel will be revenged on guerillas

BY DAVID LENNON

"ISRAEL WILL amputate the arm of evil," Mr. Menahem Begin, the Israeli Prime Minister, declared to-day. "We will do what is necessary to defend this small nation with all the means at our disposal," he told the Knesset (parliament) this afternoon.

Earlier the Cabinet met in special session for the third consecutive day. They discussed Saturday's raid by Al Fatah guerrillas.

Mr. Begin made it unmistakeably clear that Israel will retaliate for the Palestinian raid, reiterating that "the days have passed when Jewish blood can be spilled with impunity."

He called on the Western nations to close the Palestine Liberation Organisation (PLO) offices on their territory and to expel the PLO representatives.

The Soviet Union was singled out for bitter denunciation by the Premier, who asked: "What was the chairman of the killers, Yasser Arafat, negotiating with the Russian leaders in Moscow recently?"

He said Israel had learned that in recent months the Soviet



Mr. Menahem Begin

bloc countries have been conducting dozens of courses for Fatah members. "The USSR trains and equips the killers who want to wipe out the remnants of our people," he declared.

Commander Haim Tavori, the Police Commissioner said that it was now certain that there was only one woman terrorist and that she had died in Saturday's battle. The Cabinet met this morning in extraordinary session, but no details were revealed about what was said.

TYRE, LEBANON, March 13. MORE THAN 200 Palestinian guerrilla reinforcements have entered this South Lebanon port. Informed sources said to-day.

They said the extra men were brought in yesterday, apparently to counter any Israeli commando attack which they believe could follow the Palestinian raid between Tel Aviv and Haifa on Saturday.

The reinforcements belonged to Salqa, a guerrilla group led by Syrian officers, they said. The city, controlled by Palestinians and their Lebanese Leftist allies, is an important entry point for arms shipments.

Meanwhile in Tel Aviv British

schools were closed and there were frequent patrols along the coast by guerrillas in jeeps mounted with heavy machine guns. In the village of Nakura, 15 miles south of here and only two miles from the Israeli border Palestinian guards said the area was very dangerous.

"When I heard they wanted me as a hostage, I locked up the doors of the Residence and left the dog hungry," Mr. Mason said.

The 11 guerrillas, brought with them a letter written in poor Hebrew and containing a list of demands in exchange for the hostages they hoped to collect.

Reuter

More protests in Chinese factories

By Yvonne Proctor

CHINA'S AMBITIOUS ten-year economic development programme continues to be threatened by serious factional disturbances in some of the country's key factories. A week-end report in the official People's Daily highlights troubles in a half-burned factory in Kansu Province.

More serious still for China's modernisation policies, the troubles were said to have been fomented and supported by leading officials of the provincial machine building bureau.

The Factories Party Committee backed by senior provincial bureaucrats according to the report continued to "suppress the workers" and promote the Leftist policies of the Gang of Four.

As recently as last September, the committee, with a record of witch-hunting "capitalist roaders" and overthrowing "veteran cadres" during the Gang's pre-eminence, arbitrarily arrested a woman worker.

Sydney Morning Herald:

Citicorp decision discounted

By Quentin Peel

JOHANNESBURG, March 13.

BANKING sources in South Africa to-day discounted any immediate adverse effects which might stem from the decision by Citicorp to stop loans to the South African government.

The sources point out that the Government is already virtually unable to raise capital on the international market and certainly not for longer than a minimum redemption period of up to three years. It has, however, been able to fund virtually all its capital requirements during the past year from the domestic market.

Citicorp has been one of 11 major U.S. banks lending to the South African Government and the ruling party, said to have come as a reminder "to all those who want to forget the Palestinian cause and the fact that no peace in the region can be attained without recognition of the legitimate and inalienable rights of the Palestinian people."

The Press here has qualified the operation as a "daring operation." Al Seath, the organ of the ruling party, said that it had come as a reminder "to all those who want to forget the Palestinian cause and the fact that no peace in the region can be attained without recognition of the legitimate and inalienable rights of the Palestinian people."

Ethiopian advance continues

BY JOHN WORRALL

ETHIOPIAN forces, supported by Russian and Cuban mechanised units, are advancing rapidly through the southern and eastern Ogaden, mopping up isolated pockets of Somali guerrillas and regular troops.

In one sweep, the Ethiopians reached the town of Dollo on the Somali border and only a few miles from the Kenyan town of Mandera.

Among the towns and villages taken during the week-end, according to the National Revolutionary Operations Command in Addis Ababa, are Segec, Gobradi, Aware and Wardheer.

Meanwhile, there are signs that the United States is increasing its diplomatic image in Somalia, with considerable additions to its embassy staff. Four

Syria stays silent over raid

By Louis Fares

DAMASCUS, March 13.

AS THE state-controlled Damascus Press came out in support for the week-end Palestinian raid into Israel's heartland, Syrian Government officials are maintaining a strict silence and declining all comment on the raid.

The media response was characterised by Western diplomats as "tigid." There is evident concern here that the Syrian Government is anxious not to take responsibility or offer an excuse for Israeli charges against it.

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SOUTH KOREAN ECONOMY

Combating protectionism

BY PETER WEINTRAUB IN HONG KONG

FEW developing countries have more to lose from protectionism than South Korea. The country's rapid economic growth over the past few years has been based largely on exports, and with worldwide annual sales now over \$100bn, its foreign exchange reserves have risen to about \$45bn, compared with only about \$35bn at the end of 1976. Yet despite the impressive export performance, Seoul has continued to stick to a restrictive import policy. Purchases last year totalled about \$105bn. (the balance of payments was in the black for the first time because of high invisible revenues) but the rate of growth for imports lags behind that of exports. By the end of this year, the Government expects foreign reserves to have passed the \$50bn. mark, a sure indication that no early substantive import liberalisation is envisaged.

Resistance to import liberalisation stems from two principal considerations. Most important it is argued that the domestic business community, from whom the Government of President Park Chung Hee derives a good measure of support, is still unable to compete successfully against foreign manufacturers eager to flood Korea with consumer durables.

One of the implications of the restrictive import policy is already clear. Growing foreign

stability as the domestic business community and as a result can be expected to lobby strongly against any major moves to relax import restrictions. The Ministry of Finance also will resist import liberalisation, because it is convinced of the need to build up foreign reserves. So far, only the Economic Planning Board, responsible for long range economic forecasting, is believed to be urging an expansion of purchases.

The logic appears to be that in order to blunt the impact of protectionism, Seoul must buy more foreign machinery to produce industrial products immune from present restrictions imposed elsewhere. At the same time, the board probably sees the manufacture of these products as a requirement for continued industrialisation in future.

It is, perhaps, for this reason that Seoul has recently hinted that it intends to move towards import liberalisation by allowing more food and raw materials imports, and reducing barriers against some capital equipment purchases. Yet many foreign observers are convinced that the relations exercise than a real effort towards trade reciprocity.

The Ministry of Commerce and Industry sees its principal con-

AMERICAN NEWS

THE STABILITY OF THE DOLLAR

Carter at the crossroads

BY JUREK MARTIN, U.S. EDITOR IN WASHINGTON, MARCH 13

THE CARTER Administration has been saying for some months now that it is marking down the dollar—the foreign exchange market has been "fundamental." The complaint has much justification to it. But there is another fundamental which has now been introduced into the equation that cannot be overlooked even by the President's supporters—whether or not Mr. Carter can get things done.

Suddenly a series of disparate yet inter-related problems is coming to a head to test his leadership qualities severely. If he wins enough of them as Mr. Robert Strauss, his resident political expert, claimed yesterday that he would, then confidence will be restored and the dollar, *inter alia*, will rise. The consequences of failure were not touched upon by Mr. Strauss.

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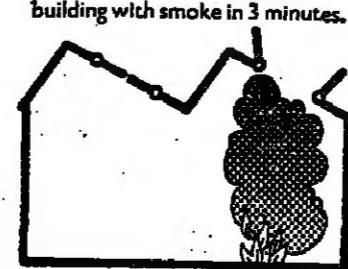
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WORLD TRADE NEWS

N. Zealand hits out at Japanese

By Dai Hayward
WELLINGTON, March 13.
IN A BITTER, strongly worded attack on Japanese trading activities, the New Zealand Prime Minister, Mr. Robert Muldoon, has suggested there should be a concerted effort by all Japanese trading partners to tell the Japanese Government they have had too much of a good thing and demand more co-operation.

Mr. Muldoon criticized what he called "commercial imperialism" and blind self-interest by Japan. The Japanese Government seemed oblivious that trade was a two-way street. Japan seemed to be prepared to respond to force.

The New Zealand steel industry has won its first orders for 3,000 tonnes of steel wire rod for South Korea. It has also been given a second order for 2,500 tonnes of steel reinforcing rods from the People's Republic of China.

Both orders, won by the Government-owned NZ Export Import Corporation, will be filled by Pacific Steel, which has two hot rolling mills in Auckland.

New Zealand regards the order from Korea, a leading Asian industrial nation and a big user of steel, as particularly important. Traditionally Korea has got her steel supplies from the U.S., West Germany or the Soviet Union.

The follow-up order from China has actually been placed before a first trial shipment of 2,000 tonnes ordered late last year has actually been delivered.

The company is also filling an order of 3,000 tonnes of steel wire rod for Saudi Arabia.

Shipyard chief asks Tokyo for better buyers' credit

BY DOUGLAS RAMSEY

A JAPANESE shipbuilding executive has asked the Government to improve the terms of credit granted to foreign buyers placing orders with Japanese shipyards.

Mr. Hirotaro Nemoto, managing director of Ishikawajima-Harima Heavy Industries (IHI), said in an interview published to-day by the Daily Shipping and Trade News that Tokyo should provide "relief measures" to foreign shipowners to "prevent the cancellation of outstanding new building orders from overseas."

Although urging the Japanese Government to give more favourable terms to foreign shipowners for new orders, Mr. Nemoto admitted that "to keep new buildings in our hands, we have no choice but to agree to the expected losses with them, say, on a 50-50 basis, or to delay deliveries or to make other concessions."

Mr. Nemoto insisted: "The ex-

isting lending terms of the Export-Import Bank of Japan are totally unattractive in the eyes of foreign shipowners."

However, he did not indicate what sort of terms IHI might offer for ship export contracts without contravening the OECD gentlemen's agreement on export credit. At present it is understood that most new building contracts are accorded the maximum credit terms allowed under the OECD pact (in the case of Greek owners, 70 per cent deferred over seven years).

Mr. Nemoto said he hoped IHI will manage to maintain at least 40 per cent. rate of shipyard operation in fiscal 1978, and predicted that the February order of an 87,700-dwt tanker by Mr. Ravi Tikoo's Globtik Tankers Neptune of the United Kingdom might be the start of a new wave of orders for medium-sized tankers.

Mr. Nemoto also confirmed that the Japan Shipbuilders Association (SAJ) has rejected a request from Greek shipowners for improved terms on their orders. The Greeks, according to Mr. Nemoto, asked the SAJ "to take such steps as the lowering of ship prices, chiefly for vessels already ordered, the modification of payment terms

Mr. Nemoto insisted: "The ex-

size tankers."

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Vosper wins £2m. order from Shell

BY LYNTON McLAIN, INDUSTRIAL STAFF

VOSPER Shiprepairs, part of North Sea oil fields and in the British Shipbuilders, has won developing waters of Dorset, a £2m. order from Shell Exploration which could increase the year's Southampton workforce by nearly 20 per cent. this year.

The move is a major diversification into offshore engineering, which will account for 25 per cent. of the work in the yard by Christmas. Employment is expected to rise by 300 to almost 2,000.

The Shell order is for a large module to house staff on offshore oil production platforms. Work will start in May, 1978, for completion in the autumn.

Most of Vosper Shiprepairs' work has come "traditionally" from warship refits, but yesterday the yard said its long-term plan was to obtain more offshore and merchant ship repair work.

There were now "very good prospects" for engineering equipment sales in the existing work.

Lloyds to expand ready-cash service

BY MICHAEL BLANDEN

LLOYDS Bank is to expand its Barclaycard outlets with an out-of-hours cash withdrawal service through its computerised cash dispenser machines.

The bank has ordered 200 IBM self-service cash dispensing terminals. About 100 are to be used as an extension of the present Lloyds cashpoint service, and will be installed in the walls of existing branches.

The rest of the machines are to be installed inside branches and in places such as stores, hypermarkets, hospitals and universities.

The move is a further sign of the efforts by the banks to provide access to basic banking services when branches are closed. Already this year, Barclays has announced a doubling of its computer.

Alcan plans push in window market

FINANCIAL TIMES REPORTER

ALCAN U.K. is planning to capture a dominant slice of the £100m. market for windows in new homes through the formation of Alcan Windows, which will manufacture and market a wide range of aluminium windows from April with suppliers Alcan Booth which last year encountered

Aluminium was a proven material which did not warp or need painting and as such was virtually maintenance free for the life of any house." Mr. Alan Paterson, Alcan Windows' managing director, said yesterday.

The range will compete with traditional but warp-prone timber windows.

Alcan Windows, one of the U.K.'s largest window operations, planned

Signode to build £6.5m. plastic plant in Swansea

BY ROBIN REEVES, WELSH CORRESPONDENT

A PLASTIC strapping plant costing £6.5m. is to be built in Swansea, South Wales, by Signode, with the aid of a £300,000 Government grant.

The grant is being made under the selective investment scheme and this was instrumental in persuading Signode's U.S. parent company to site the project in Swansea, rather than at its Dusseldorf factory in West Germany.

Agreement near on code for heat and ventilation

CONTRACTORS and manufacturers in the heating and ventilation industry are nearing agreement on a new code of practice aimed at bridging the gap between the differing methods of trading of the supplier and the contractor.

The agreement is being drafted to avoid transgressing restrictive trade practices legislation and will be subject to the approval of the Office of Fair Trading. It will mean that both

sides of the industry will develop a systematic framework for pricing, delivery, programme and payment.

The Heating and Ventilating Contractors' Association said three issues had been obstacles to smooth contract progress: manufacturers' conditions of sale; problems associated with suppliers' reservation of title (ownership) clauses; and the use of a formula method to adjust for fluctuations in price.

Hospitals given extra £640,000

A COUNTY health authority which threatened to close hospitals and save on patients' food because of lack of funds was given an extra £640,000 yesterday.

The cash for Cornwall was approved by the South West Regional Health Authority, which is also considering proposals for £5m. hospital development at Truro, in the early 1980s.

Junior doctors at the Royal Cornwall Hospital, Truro, recently complained that because of lack of funds, patients were having to wait for treatment and were being returned home early from hospital.

A delegation from Cornwall Health Authority later saw business.

£5m. plan to boost Reed factory

BY DAVID CHURCHILL

REED CORRUGATED CASES is to spend £5.35m. on developing its Edinburgh factory and improving equipment.

The Shell order follows the experimental building of a small laboratory module for Exploration Logging of Windsor, which began 18 months ago. Now Vosper is "knocking on the door of all the major oil companies for work," Mr. John Wilde, chairman, said.

He said there were definite signs of an upturn in North Sea requirements. The demand for higher safety standards would lead to more standards.

The first drilling was expected in a few weeks on the Isle of Wight, work which would "dovetail with the expected downturn in North Sea requirements in two or three years." The new work would "just about compensate" for engineering equipment sales in the existing work.

Most of Vosper Shiprepairs' work has come "traditionally" from warship refits, but yesterday the yard said its long-term plan was to obtain more offshore and merchant ship repair work.

There were now "very good prospects" for engineering equipment sales in the existing work.

REED CORRUGATED CASES is to spend £5.35m. on developing its Edinburgh factory and improving equipment.

The factory, which employs 400 people, supplies corrugated cases to the manufacturing industry in Scotland and to the Scotch whisky industry.

The company, which is part of Reed International, says: "Extensive modifications will be carried out to the production machinery at the plant to introduce recent technological advances in corrugated fibreboard manufacture.

This, combined with the installation of more sophisticated conversion equipment, will increase both the capacity of the factory and its ability to satisfy customer requirements." The company expects the work to be completed in 12 to 18 months.

The Reed group employs 5,000 people at 14 manufacturing sites in the U.K. The investment in the Edinburgh factory is part of a £25m. four-year programme by Reed Corrugated Cases.

Reed is to receive a £1.13m. grant from the Government under the Paper and Board Industry scheme. It was announced in November.

Bread price rise 'vital for bakers'

BY DAVID CHURCHILL

A RISE in the price of bread is essential to maintain the financial viability of the major plant bakers, according to a survey of the baking industry by Jordan Dauquesne.

It suggests that the future facing the bakers is black. "If production is cut back standing overheads will become more and more crippling." The future for plant baking, therefore, seems to be inevitably related to the future price of the standard loaf.

The major bread producers are already believed to be planning a new bread price increase to take account of rising costs. Only last month one of the major producers, Rank Hovis McDougall, applied to the Price Commission for an increase in four prices.

Jordan's survey, which was published yesterday, reports that the price of bread in the U.K. is as much as 2.5 times cheaper than in the great majority of other EEC countries. The profits of baking companies, Jordan Dauquesne, 47, Brunswick Place, London, N1 6EE, £24.

Tests at Lake District mine

EXPLORATORY working of the Force Crag barytes mine in the English Lake District Special Planning Board.

It was worked as a mine up to about 1960. The committee stipulated that the waste ore should be tipped in a hollow away from the nearby stream.

Mr. Robert Gunn, the mine manager, said he expected the mine would be in operation by the end of the year, employing up to 20 people.

GEC director attacks Whitehall 'interference' in business

"Not that this is unimportant to the government of the day," he said. "Competition, with the accompanying rewards for failure, is not man's natural habitat. He accepts its disciplines only if, and to the extent to which, the rewards are correspondingly enticing. When these rewards cease to attract him the average businessman either opts out or seeks the safe anchorage of the corporate state and the cosy get-togetherness of the world of Neddy and public patronage."

"But the question to be asked about the state as entrepreneur is not simply 'May the state do this?' but rather 'Is one iota of extra national wealth likely to be created by so much frantic busy-bodying?'"

Mr. Grierson said that the justification for this type of entrepreneurial intervention was said to lie in the malfunctioning of the capitalist market economy. The argument was that major financing and investment decisions could no longer be taken without the state's corporate wisdom and vast resources.

The trouble with this line of argument was that the market economy could not be relied upon to deliver specific economic advantages. Mr. Grierson said that this irked Whitehall and that the cardinal mistake made by the centralised bureaux was to behave as if economic truths could be "known."

To real life, what passed for knowledge—for the purposes of deciding the best way of producing the right products—was primarily a matter of judgement or even guesswork.

"Corporation is the frame of mind in which producers, instead of facing the risks and penalties of facing the risks and penalties of, of course, also the rewards of the free market, huddle together in the bunkers of Whitehall and Millbank and, in the name of some mystical public interest, try to rationalise their relationship with each other with arbitrary."

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HOME NEWS

Worst post-war year for iron foundries

BY KENNETH GOODING, INDUSTRIAL CORRESPONDENT

PRODUCTION of iron castings—one indicator of the health of the automotive industry—fell in 1977 by 5.7 per cent. on the 1976 level.

The Council of Ironfoundry Associations also estimates that a further 18 iron foundries shut down in 1977, leaving an estimated 714 still in operation.

However, official statistics show that the industry's work force increased from 79,569 to 80,861.

The industry, forced by problems in the home market to push exports more strongly than ever, managed to increase direct exports from 175,600 tonnes in 1976 to 175,800 tonnes.

At home, production of cast-iron baths, stoves and castings ended with a 1 per cent. fall in output to 732,100 tonnes.

Output of tractor castings fell by only 1.5 per cent., much less than the fall in sales of wheeled tractors—2.7 per cent.—a performance again affected by industrial trouble.

Only the foundries making engineering iron castings showed any perceptible increase in output last year, with tonnage up by 3.5 per cent. to 524,200 tonnes.

Within that overall total, there was a 10 per cent. rise in sales for machine tool castings and for furniture and domestic appliances fell 7 per cent. to 87,500 tonnes, about half the 1976 level.

As a result, what might have been a good year for the foundries supplying automotive castings ended with a 1 per cent. fall in output to 732,100 tonnes.

Output of tractor castings fell by only 1.5 per cent., much less than the fall in sales of wheeled tractors—2.7 per cent.—a performance again affected by industrial trouble.

Only the foundries making engineering iron castings showed any perceptible increase in output last year, with tonnage up by 3.5 per cent. to 524,200 tonnes.

Barclays chairman suggests exchange control loosening

BY MICHAEL BLANDEN

MR. ANTHONY TUKE, the chairman of Barclays Bank, advocates a "measured loosening" of U.K. exchange controls to help make the best use of North Sea oil revenues.

In his annual statement today, Mr. Tuke also reaffirms the bank's intention of maintaining its operations in South Africa, which have been heavily criticised by anti-apartheid organisations. He insists that this offers the best hope of achieving a more tolerant society there.

Commenting on the benefits of North Sea oil, Mr. Tuke says that the priority should be given to improving the U.K.'s productive and increasing its foreign earning power. In particular, business desperately needs a long period of confidence which can only come from "steady and sympathetic Government policies."

It also requires, he says, a "sustained reduction in the absurd level of taxation, in particular at both ends of the range." He goes on to argue that "there is now an opportunity to exploit Britain's skills in foreign investment by a measured loosening of exchange control."

He says the prohibition of sterling finance of third-country trade, introduced as part of the emergency measures to help sterling in late 1976, is "unjustified," especially as the main cost of removing it would be of a once and for all nature.

Regarding the bank's involve-



Mr. Anthony Tuke

ment in South Africa, at a time when Citicorp, the second biggest U.S. bank, has just announced that it is to end loans to the South African Government and its agencies, Mr. Tuke maintains "we cannot believe that the underprivileged majority can possibly be helped by withdrawal of foreign investment."

He admits that events of the past six months, including the death of Mr. Steve Biko and

Annual report, Page 22

the decision to detain a number of people, made a dent in the bank's policy. But the bank's policy, he says, remains "to stay in South Africa and use all the influence we have to try to bring about a happier and fairer society."

On the bank's own results, which showed pre-tax profits up from £197.5m. to £267.6m., Mr. Tuke draws attention to the impact of inflation. The bank's inflation-adjusted accounts show that a total of £69.6m. was needed to maintain the value of its working capital, and with other adjustments brought the pre-tax profit down to £177m. against £124.8m. in the previous year.

A warning of possible increases in bank charges was given yesterday by Mr. Douglas Horner, senior general manager of Barclays. He said that the bank's operating costs had risen further since the last increase in charges for running current accounts had been approved by the Price Commission in April 1976, and would justify a further application for rises.

However, the bank would wait for the outcome of the current Price Commission general examination of the money transmission services of the clearing banks as a whole—the report is expected around the end of this month—before making any moves.

Annual report, Page 22

Albery sells interest in five theatres to newspaper group

BY ANTONY THORNCROFT

SIR DONALD ALBERY, whose family has been involved in the London theatrical world for more than a century, has sold his majority interest in five theatres to Associated Newspapers. The theatres are the Albery and Wyndhams, built by Sir Charles Wyndham, a relative at the turn of the century, the Criterion, Piccadilly, and Donmar (Warehouse), the new experimental theatre in Covent Garden.

Health reasons have forced Sir Donald, who is 84, to sell. His son Mr. Ian Albery, who is deputy managing director, will succeed his father as managing director, and managerial control is expected to remain with the Albery family.

First venture

This will be Associated Newspapers' first venture into the theatrical world. The property potential in its investment seems minimal, since the theatres are protected and the Albery family has been at the forefront in preserving London's theatres.

There is potential on the production side through Donmar Productions, which puts on plays. There is also scope in developing Donmar's leasing activities—it supplies theatrical props, lighting equipment, stage equipment and the like, to more than 200 companies throughout the U.K.

Mr. Ian Albery said last night that he did not expect any change in the policy of Donmar Productions.

Derek Crouch plans U.S. coal venture

BY PAUL CHEERSIGHT

DEREK CROUCH, one of the biggest of the U.K. open cast coal operators, is expanding into the U.S. for its first mining venture overseas. It is taking 60 per cent. of a new company making a \$2.8m. investment in western Pennsylvania coal properties.

Derek Crouch, with headquarters in Peterborough, said yesterday that the new company would be called Power Inc. Crouch's partners are two fuel distributors serving the eastern U.S. Erickson of Johnstown and Summers Fuels Inc.

Crouch is financing its share of the investment by loans. The initial equity base of Power Inc. will be \$4.8m. (£2.5m.) of which Crouch's share is £1.5m. This sum will be met by a Eurodollar loan.

The rest of the investment in the coal properties, which are being purchased from an undisclosed company, will cost Power Inc. £12.2m. (£6.4m.). A medium term loan has been arranged with a U.S. bank.

The coal properties contain 20m. tons on 20,000 acres of land. Mining will be by the open-cast techniques with which Crouch is familiar, and initial

production is set at 750,000 tons a year, rising to 1m. tons.

Mr. R. Scott, the financial director at Crouch, explained that the company had been looking at various parts of the world for a new mining venture and had been attracted to the U.S. by the expansion in coal production envisaged in President Carter's energy plans.

The company does not expect a dividend from Power Inc. in the first year of operation, although Power Inc. is expected to operate profitably.

The operation starts with the firm base of a long-term contract to provide Potomac Electric Power with 500,000 tons a year.

Power Inc. is hoping to win additional long-term contracts and it is in this connection that Crouch's partnership with Erickson and Summers will be of special significance.

Crouch, which last week announced a rise in pretax profits to £2.47m. for last year from £1.82m. in 1976, follows in the steps of Consolidated Gold Fields, which said last November it was spending £19.2m. on a coal venture in Tennessee.

English China Clays to build U.S. plant

BY FINANCIAL TIMES REPORTER

A CLAY-PRODUCING plant will be built in Georgia, U.S. by English China Clays, the company said yesterday.

It is the second American deal concluded by the British company, which accounts for about 80 per cent. of U.K. clay production, and brings its total recent investment there up to \$3m.

The plant will produce high-brightness calcined clay mainly for the paper and coating markets.

Victory for parents who ran own school

PARENTS WHO set up their own school for their children during a row with their education authority have won their battle over which school the youngsters should attend.

A loophole in the Education Act helped the parents of 11 Leicestershire children win the 11-month battle.

Education Secretary Mrs. Shirley Williams has agreed that the children can attend Soar Valley Comprehensive in Syston against the education authority's wishes because the authority can-

not prove that their attendance

would increase the education bill, as required by the Act.

But other parents will not be able to exploit the loophole. Mrs. Williams intends to introduce legislation to make parents obey school allocation rules.

The rebel parents registered their children at the school every day since last September but were turned away because no places had been allocated for them.

They set up their own school and employed a teacher to give basic lessons for four hours on three mornings a week.

Mr. Alan Harman, 34, who is accused of conspiring with two other former partners and its managing clerk to defraud clients, and with furnishing false financial information to the Stock Exchange in 1973-74, said his commission totalled more than £300,000 in five years, dur-

ing which he dealt for the Slater Walker group and other important institutions.

"We were one of the first stockbroking firms to break through the establishment barrier," he told the jury in his defence evidence, adding that he had brought in more than £30m. worth of business for the firm during his time with it.

Mr. Neil Denison, prosecuting, pointed out that in August, 1973, Mr. Herbert Woolmer, then senior partner in the firm, commented about Chapman and Rowe's "image" at a meeting with other partners.

Counsel said Mr. Woolmer at

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Scottish miners unhappy about incentive scheme

BY RAY PERMAN, SCOTTISH CORRESPONDENT

SCOTTISH miners have asked to last April, while productivity week and another where they were the National Coal Board to reach 42 cwt per man shift, the highest level for two years. Complaints about the level of recently introduced incentive schemes, which they say yield only derisory pay increases in many pits.

Scotland followed other militant coalfields in deciding to spark off the demand for in-against the advice of union leaders, to call for local productivity deals.

Results, as far as output is concerned, have been impressive in the short time that the arrangements have been working.

Production in Scotland in the first week of this month was examples of a colliery where increases were as low as 6½ per cent. The best figure since a conference on April 3.

£20m. lost in disputes at Leyland

STRIKES and disputes at British Leyland's Special Products division last year cost the company more than £20m. in lost production. Mr David Abel, the managing director, said in the company's newspaper yesterday.

"The future of SP — new name for the company — depends on the goods we produce in 1978," he warned. "More than 33,000 hours were lost in one month last year because of internal disputes — and this did not include lay-offs caused by industrial troubles both inside and outside the company's plants."

The disputes were unrepresented in the company, he said.

In 1976, hours lost through internal disputes were between 2,000 and 5,000 a month.

Last year some companies within the organisation were down by as much as 37 per cent. on the targets set for output.

Rolls send home 400 in pay row

A DISPUTE involving 20 maintenance electricians at the Rolls-Royce aero-engine plant in Coventry caused 400 manual workers to be sent home yesterday. A bigger lay-off is threatened soon, due to sanctions being imposed by all the manual workers.

Both disputes involve pay. Rolls-Royce has offered a 6.7 per cent. wage rise, which would give the more highly skilled workers about £100 a week. Manual workers, however, on different pay rates are insisting on a full 10 per cent.

Sanctions include a ban on overtime and on the movement of vital sub-contract work and components.

Minister hits at hospitals phone action

THE GOVERNMENT yesterday again condemned the industrial action by hospital telephonists who were "cessing" calls.

Mr Eric Deakin, Health Under-Secretary, said in answer to an emergency Commons question: "Both the Social Services Secretary and I deplore action of this kind which may adversely affect services to patients."

Some hospital telephonists were taking the unofficial action because they were dissatisfied with a recent pay settlement within the Government's pay guidelines.

Mr. Deakin said: it was for health authorities, in consultation with his Department, to deal with the effects of the industrial action and safeguard patients' interests.

Dr. Gerard Vaughan, Tory MP for Reading South, who had asked for a statement, said widespread industrial action in the health field was having "an extremely serious effect on morale."

Second teachers' union joins action

BY ALAN PIKE, LABOUR CORRESPONDENT

LOCAL authority leaders yesterday met Mrs Shirley Williams, Education Secretary, to discuss the teachers' pay sanctions campaign as the action was joined by the second largest teaching union.

Representatives of the municipal and county council associations requested the meeting with Mrs. Williams to discuss the circumstances which led to the teachers' action and to seek clarification of the Government's guidelines.

Earlier yesterday the local authority representatives met among themselves to review the dispute. They will afterwards they were anxious to maintain their support for the teachers' action and to seek confirmation of the Government's pay guidelines.

The teaching unions are seeking increases of 12½ per cent. They have been offered 9 per cent. allocated to cover the cost of incremental increases and correction of anomalies. Teachers say this 1 per cent. should be part of the direct pay offer.

Yesterday members of the National Association of Schoolmasters and Union of Women Teachers joined the sanctions campaign started a week ago by the National Union of Teachers.

ACAS neutral on ICI union recognition

BY OUR LABOUR STAFF

THE Advisory, Conciliation and Arbitration Service makes no recommendation for union recognition in a report sent today to ICI under Schedule 11 of the Employment Protection Act, representing middle managers at ICI.

The report, based on a ballot conducted last August by ACAS, shows that 72 per cent. of 7,816 middle managers at ICI wanted to be represented by the non-TUC Association of Professional Scientists and Technologists.

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PARLIAMENT AND POLITICS

DEFENCE DEBATE: DAY ONE

Demand for Mulley to resign over pay

BY JOHN HUNT, PARLIAMENTARY CORRESPONDENT

THE RESIGNATION of Mr. Fred Mulley, Defence Secretary, was through international agreement called for last night by the Conservatives on the grounds that his attitude over forces pay had been "negligent and indefensible".

The demand came from Sir Ian Gilmore, Tory defence spokesman, who said that the forces must get a substantial increase when their rise becomes due in April, adding: "If something is not done, the Secretary of State cannot retain his office. He will have to resign."

Sir Ian also attacked what he claimed was the general weakening of Britain's defences under the Labour Government. On his reckoning, the Government had adopted a total of £100m. off the U.K.'s defence spending when existing and planned cuts were taken into account.

But opening the debate, Mr. Mulley declared that Britain would, in fact, be increasing its defence contribution in real terms in the years ahead. He also denied the Opposition charge over Service pay and declared: "I shall do my damndest to see the forces get a fair deal."

Mr. Mulley strongly underlined the threat from the growing strength of the Warsaw Pact forces. On the neutron bomb, he said that Britain had not reached a decision as yet about America's development of this weapon. But the implication of a long passage in his speech was that NATO needed it in order to redress the balance with the Eastern bloc forces in central Europe.

The Secretary of State faced a major attack from a large group of his own Left-wingers. With the support of the Welsh Nationalists, they had put down an amendment declining to take note of the defence White Paper on the grounds that it provided for a real increase in arms spending which would heighten world tension and divert resources from social needs. They claimed that the proposals contravened the Government's pledge to reduce military expenditure.

Additionally, the amendment opposed any commitment to proceed with a new generation of nuclear weapons—a reference to the neutron bomb.

The Government motion which the House was debating asked MPs to endorse its policy which was based on a collective effort to deter aggression while

taken us below the minimal level of defence."

Sir Ian said that the Government did not only have to face the Warsaw Pact. It also had to fight a bitter battle against its own Left-wing. The Tribune Group always want to slash Britain's defence expenditure because they are not interested in the security of this country," the Tory spokesman declared.

The House will have an opportunity to-night to vote on the Tory amendment. But the Left-wing amendment cannot be put to the vote as it was not called by the Speaker for debate.

Sir Ian said the House had listened to a thoroughly competent speech from Mr. Mulley based on a thoroughly uninformative White Paper. No one who relied on the Secretary of State for their information could have an accurate picture of the state of the armed forces.

There had been no mention of the unprecedented crisis of morale and lack of confidence in the Government that now existed in the services.

There had been a serious exodus of skilled and experienced officers and men. Those who remained were fed up with the pay and the fact that the Government had not defence at the bottom of the list of priorities.

The last four years had been the most disastrous for the armed forces since the days of Lord North 200 years ago. Savages, cuts had been imposed and the balance had tilted against the West in favour of the Warsaw Pact.

The Secretary General of NATO, Dr. Luns, had stressed out that the Government had prepared to bring its military power to bear.

Arms race taking us to war, says Allaun

Mr. Frank Allaun (Lab. Salford defence spending.

Mr. Allaun added: "The threat to humanity is not the possibility of Russian invasion. It is the arms race itself which is taking us towards a nuclear war. If that arms race the West had been the pacemakers."

If the militarists held that we must negotiate only from a position of superior military strength, they could hardly blame the Russians for using the same opposite direction by increased

LEGAL NOTICES

NO. 6025 of 1978
In the HIGH COURT OF JUSTICE
Chancery Division, Comptroller Court. In
the Matter of TALLY-PO ELECTRIC
LIMITED and in the Matter of the
Comptroller Act 1948.

NOTICE IS HEREBY GIVEN that a
Petition for the Winding up of the above-
named Company by the Rich Court of
Justice was on the 2nd day of April, 1978,
presented in the said Court by
GARDNERS SCRAPFOLDING COMPANY
LIMITED whose address is 10, Duxbury Hill,
Maidstone, Kent, and that the said Petition is directed
to be heard before the Court sitting at
the Royal Courts of Justice, Strand, on the 10th day of April 1978, and any creditor or contribu-
tor of the said Company desirous to
appear on the Petition may do so at
the time of hearing in person or by
his or her solicitor for that purpose; and a
copy of the Petition will be furnished
to the said Company by the Comptroller
of the Petitioners in due time in
accordance with the rules of the said
Court. The Petition was filed on the 2nd day of April 1978, and any creditor or
contributor of the said Company may
support or oppose the making of an
order on the said Petition not later than
four o'clock in the afternoon of the
10th day of April 1978.

NO. 6026 of 1978
In the HIGH COURT OF JUSTICE
Chancery Division, Comptroller Court. In
the Matter of MFY LTD. LIMITED and
in the Matter of the Comptroller Act 1948.

NOTICE IS HEREBY GIVEN that a
Petition for the Winding up of the above-
named Company by the Rich Court of
Justice was on the 2nd day of April, 1978,
presented in the said Court by
THE WHOLESALE FITTINGS COMPANY
LIMITED, 21-25 Rimbach Road South,
Bognor Regis, West Sussex, BN1 4XN, and that
the said Petition is directed to be heard before the Court sitting at the Royal
Courts of Justice, Strand, London WC2A
on the 10th day of April, 1978, and any
creditor or contributor of the said
Company desirous to support or oppose
the making of an order on the said
Petition may do so at the time of
hearing, in person or by his counsel,
for that purpose, and a copy of the
Petition will be furnished to the
said Company in due time in
accordance with the rules of the said
Court. The Petition was filed on the
2nd day of April 1978.

NO. 6027 of 1978
In the HIGH COURT OF JUSTICE
Chancery Division, Comptroller Court. In
the Matter of TAVERNE LTD. LIMITED and
in the Matter of the Comptroller Act 1948.

NOTICE IS HEREBY GIVEN that a
Petition for the Winding up of the above-
named Company by the Rich Court of
Justice was on the 2nd day of April, 1978,
presented in the said Court by
TAVERNE LTD. LIMITED, 177, Mandeville Road, Salford, M3 1PL,
and that the said Petition is directed
to be heard before the Court sitting at
the Royal Courts of Justice, Strand, London
WC2A 1EP, on the 10th day of April, 1978,
and any creditor or contributor of the said
Company desirous to support or oppose
the making of an order on the said
Petition may do so at the time of
hearing, in person or by his counsel,
for that purpose, and a copy of the
Petition will be furnished to the
said Company in due time in
accordance with the rules of the said
Court. The Petition was filed on the
2nd day of April 1978.

NO. 6028 of 1978
In the HIGH COURT OF JUSTICE
Chancery Division, Comptroller Court. In
the Matter of MFY LTD. LIMITED and
in the Matter of the Comptroller Act 1948.

NOTICE IS HEREBY GIVEN that a
Petition for the Winding up of the above-
named Company by the Rich Court of
Justice was on the 2nd day of April, 1978,
presented in the said Court by
THE WHOLESALE FITTINGS COMPANY
LIMITED, 21-25 Rimbach Road South,
Bognor Regis, West Sussex, BN1 4XN, and that
the said Petition is directed to be heard before the Court sitting at the Royal
Courts of Justice, Strand, London WC2A
on the 10th day of April, 1978, and any
creditor or contributor of the said
Company desirous to support or oppose
the making of an order on the said
Petition may do so at the time of
hearing, in person or by his counsel,
for that purpose, and a copy of the
Petition will be furnished to the
said Company in due time in
accordance with the rules of the said
Court. The Petition was filed on the
2nd day of April 1978.

ART GALLERIES

AGNEW GALLERIES, 43 Old Bond St, 01-525 6175. THREE CENTURIES OF BRITISH PAINTINGS. Until 28 April. Mon-Sat 10-6pm, Sun 1-5pm.

BLAZZOTTI, Exhibition of the painter from 1700-1800. Sat 10-5pm, Sun 1-5pm. 10-6 Sat 10-1pm, 14-5pm. Wednesdays 10-6pm.

MAAS, VICTORIA, FAIRY PAINTINGS. Until 28 April. Mon-Sat 10-5pm, Sun 1-5pm.

OMELL GALLERIES, Fine British and Modern British MARITIME PICTURES. 40 Albany Street, Piccadilly, W1. Tel: 01-525 8184. OSCAR & PETER JOHNSTON LTD. THE SMYTHIES OF BIRKWITH. Until March 17. Wednesdays 9-3pm, Sat 10-1pm.

NO. 6029 of 1978
In the HIGH COURT OF JUSTICE
Chancery Division, Comptroller Court. In
the Matter of CMC FINISHES COMPANY
LIMITED and in the Matter of the
Comptroller Act 1948.

NOTICE IS HEREBY GIVEN that a
Petition for the Winding up of the above-
named Company by the Rich Court of
Justice was on the 2nd day of April, 1978,
presented in the said Court by
CMC FINISHES COMPANY LIMITED whose
address is 10, Duxbury Hill, Maidstone, Kent,
and that the said Petition is directed
to be heard before the Court sitting at
the Royal Courts of Justice, Strand, on the 10th day of April 1978, and any creditor or
contributor of the said Company desirous to
support or oppose the making of an
order on the said Petition may do so at
the time of hearing in person or by
his or her solicitor for that purpose; and a
copy of the Petition will be furnished
to the said Company in due time in
accordance with the rules of the said
Court. The Petition was filed on the
2nd day of April 1978.

NO. 6030 of 1978
In the HIGH COURT OF JUSTICE
Chancery Division, Comptroller Court. In
the Matter of CMC FINISHES COMPANY
LIMITED and in the Matter of the
Comptroller Act 1948.

NOTICE IS HEREBY GIVEN that a
Petition for the Winding up of the above-
named Company by the Rich Court of
Justice was on the 2nd day of April, 1978,
presented in the said Court by
CMC FINISHES COMPANY LIMITED whose
address is 10, Duxbury Hill, Maidstone, Kent,
and that the said Petition is directed
to be heard before the Court sitting at
the Royal Courts of Justice, Strand, on the 10th day of April 1978, and any creditor or
contributor of the said Company desirous to
support or oppose the making of an
order on the said Petition may do so at
the time of hearing in person or by
his or her solicitor for that purpose; and a
copy of the Petition will be furnished
to the said Company in due time in
accordance with the rules of the said
Court. The Petition was filed on the
2nd day of April 1978.

NO. 6031 of 1978
In the HIGH COURT OF JUSTICE
Chancery Division, Comptroller Court. In
the Matter of CMC FINISHES COMPANY
LIMITED and in the Matter of the
Comptroller Act 1948.

NOTICE IS HEREBY GIVEN that a
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ART GALLERIES

Minister urges big production effort by U.K. car industry

BY IVOR OWEN, PARLIAMENTARY STAFF

A DETERMINED effort by the Britain's motor car industry to step up production so as to fill the gap in the U.K. market created by the limitation of Japanese imports was urged by Mr. Michael Meacher, Under-Secretary for Trade, in the Commons yesterday.

Mr. John Nott, shadow Trade Secretary who complained about the protectionist posture of Ministers (Mr. Edmund Dell, Trade Secretary, was a notable absentee from the Treasury bench), pressed for inquiries into whether there were any impediments to Japanese car exports to France and Italy which did not exist in relation to the U.K.

Mr. Meacher agreed that the import of Japanese cars into the U.K. had been negligible while the level of penetration of the French market had been around 3 per cent compared with approximately 10 per cent in the case of the U.K.

He told Mr. Tom Littleprik (Lab., Selly Oak) that Mr. Dell had only agreed to forego seeking more formal controls over the level of Japanese imports after the Japanese Government had made a clear commitment to restrain vehicle exports in a manner acceptable to Britain.

He stressed that at the heart of the problem was the fact that, at the moment, the British motor car industry was not producing what the British consumer wanted to buy.

Mr. Nott also underlined the successes achieved by the British car components industry and the commercial vehicle industry and called on Ministers to take steps to ensure that protectionist measures, designed to benefit the motor car industry, did not allow damage to the British industry.

Mr. Meacher agreed that the answer must be a cohesive and united Western alliance so that war would not bring victory for the forces of evil but disaster for all.

In addition, the growth of Soviet and Cuban military activity in the field of Africa was profoundly disturbing to those who believed that African countries should decide their own future. These events showed that Russia was quite prepared to bring its military power to bear.

"We look what action could be taken in order to preserve extra production for the British industry. We intend to do this by securing a limitation in Japanese imports precisely because the extra production is forthcoming."

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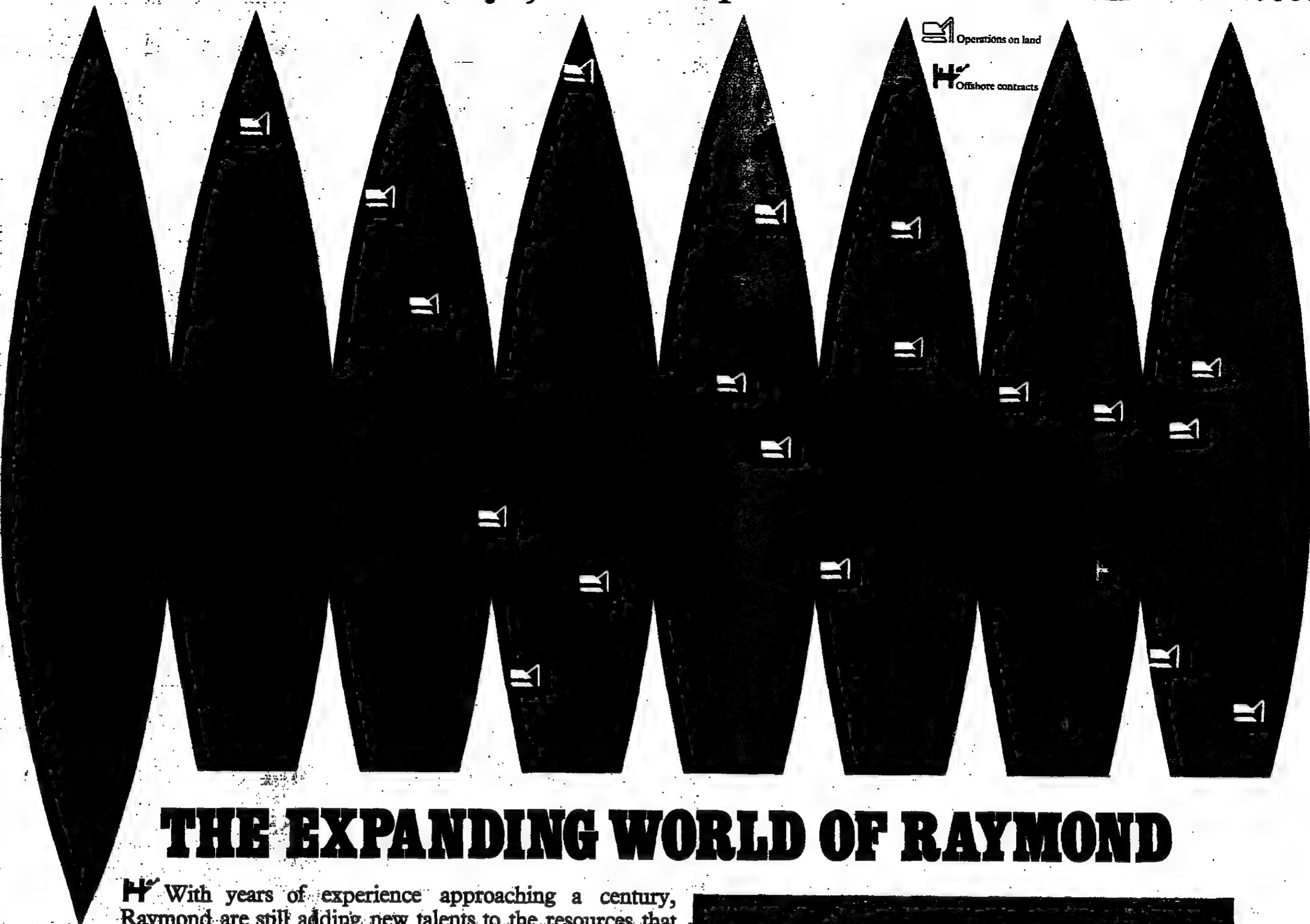
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Big = Better? Not always; but it helps in the construction business.



THE EXPANDING WORLD OF RAYMOND

With years of experience approaching a century, Raymond are still adding new talents to the resources that serve the world and you.

The acquisition of Kaiser Engineers of Oakland, California, has brought new engineering expertise to Raymond's work for power generation, transportation, mining and mineral processing. Kaiser Engineers' current order book covers over 300 projects in 27 countries.

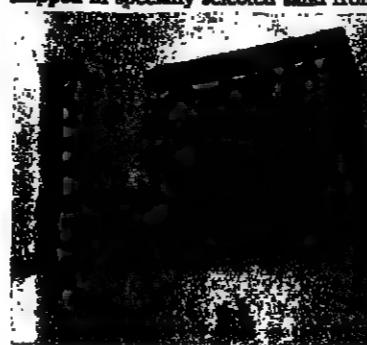
Raymond's achievements include design-and-build jobs such as an oil terminal at Zueitina, Libya, piling for the world's longest bridge across Lake Pontchartrain in Louisiana, and the foundation work for two CEGB power stations in Kent. They have designed a pipeline trestle support for Aramco in Saudi Arabia and are building it with components manufactured at their new plant at Ras-al-Khaimah in the United Arab Emirates.

We've combed through the records to find pictures to show the range of Raymond operations. Seventeen illustrations might just have done it. But we only had space for five. If you'd like to see more, please ask us to send you the missing dozen.

And if you have plans for construction, tell us about them, too. We'd be glad to help.



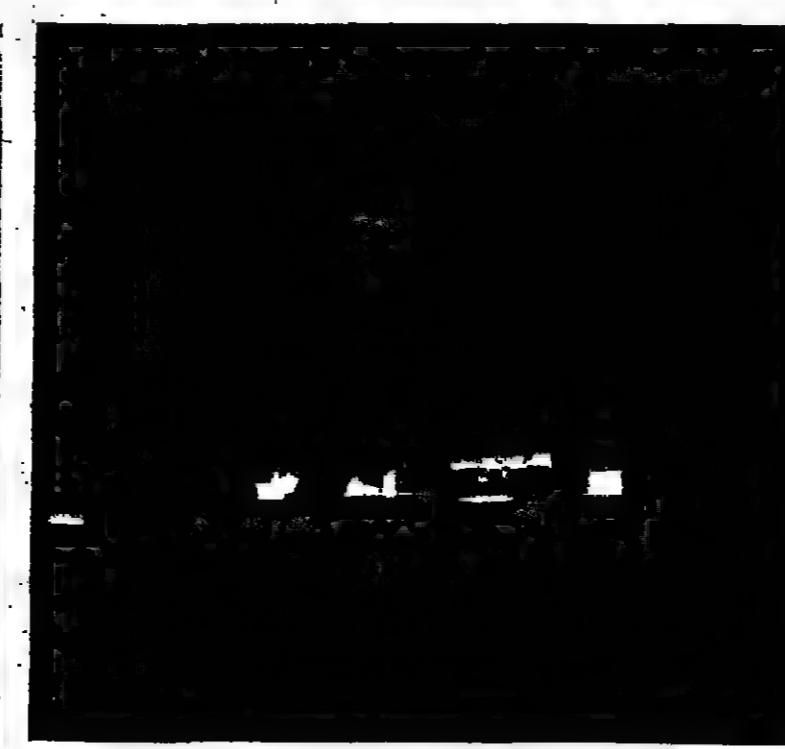
Shipping sand to the Sahara. At Zueitina in the Gulf of Sirta in Libya, Raymond International was awarded a contract to design and build a pipeline for oil tankers for Occidental Petroleum. They had complete responsibility for planning, design, engineering and construction. The job was finished in less than a year; roads, breakwaters, piers and loading platforms. Sand from the Sahara? No, not good enough quality for concrete. Raymond shipped in specially selected sand from Spain.



Kaiser Engineers work on in the snow. One of the worst winters in Ohio's history didn't stop the building of the Wm. H. Zimmer nuclear power station. While it snowed outside work went on inside on the pressure suppression chamber (right). Low pressure turbine spindles (left) rotating at 1800 rpm will drive the electrical generator.



Power begins with Raymond. This was the beginning of a new power station at Porto Tolle near Venice for ENEL (Ente Nazionale per l'Energia Elettrica). In England, Raymond worked on two power stations for the Central Electricity Generating Board, the Isle of Grain and Littlebrook D. Each job in its time was one of Britain's biggest piling contracts. Littlebrook D is planned for completion in 1980.



Design-and-build project in Saudi Arabia. For Aramco, Raymond (Saudi Arabia) Ltd. are building a \$70 million six-mile trestle support for liquefied petroleum gas pipelines. Pre-cast concrete units and cylinder piles are being manufactured in a Raymond plant specially set up in Ras-al-Khaimah in the UAE to service the Middle East.

Over a decade's work in Nigeria. In 1965 Julius Berger AG awarded Raymond the foundation contract for the Eko Bridge crossing the Lagos Lagoon. Since then, Raymond have been working almost continuously in Nigeria: parts of the Lagos-Ibadan expressway, the Lagos Ring Road, and sheet piles and pipe piles at the Apapa Wharf and Tin Can Island.

RAYMOND INTERNATIONAL (UK) LTD
Clifton House, 83-89 Uxbridge Road, Ealing, London W5 5TA
Telephone 01-579 9381 Telex 935741

Kaiser Engineers & Constructors Inc.
Regal House, London Road, Twickenham, Mx. TW1 3QQ
Telephone: 01-892 4433



One of the Raymond
International
Group of Companies

Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOETERS

• PACKAGING

Lightweight cartons take the strain

APPROPRIATELY enough, a rugged die-cut, pre-printed package deal is being offered by McMillan Bleedel Containers, under which manufacturers of cartons primarily for food products, retailing and display will be able to market lightweight packages that greatly simplify the handling of products delivered in lightweight plastics containers.

The simplification comes from the fact that the cartons are made in such a way that they allow stacking to considerable heights without deformation or damage to the product on offer. At the same time, relatively small amounts of carton are used so that the product is easy to see.

The carton is known as the 'Beams Box' and is a patented idea from the Italian company Nelsen.

The Swiss company Roda Machine SA developed the machine for the production of the cartons and patented the design and the U.K. group has made arrangements to offer carton makers in Britain the cor-

• CONSTRUCTION

Less risk of slipping

REPLACING wooden duckboards designed as a complement to the company's flooring and stair tread products and to satisfy a market for Ferodo by British Industrial Plastics.

The "Ducktile" consists of a 300 mm square by 30 mm deep injection moulding in polycarbonate into which Ferodo friction strips and pads are inserted on both upper and lower faces.

A safety, anti-slip upper surface is thus provided for wheeled and foot traffic, with the friction pads on the underside preventing movement of the tile on the floor during use. Ducktile was 4NF. 021-352 1551.

New Japanese excavator

DIGGING, LEVELLING, loading or a long dipperstick can be carried out with the boom—the long version gives a maximum digging depth of 5210 mm, a digging radius of 7850 mm, cutting height of 7430 mm, and dumping height of 5340 mm.

All operations are hydraulic, been paid to noise reduction, controlled by two levers, and the machine is driven by a diesel engine.

Bucket sizes range from 0.15 to 0.5 cu. metres. A standard Tokyo, Japan.

Pump for the deep

SPECIFICALLY FOR operating at greater depths than those usually reached by electrically powered units, a hydraulically operated 100 mm bore solids handling submersible pump has been developed by Toyo, of Japan.

It is equipped with a compensator which automatically adjusts the oil pressure in the motor housing so that it equals the external water pressure preventing seepage past the seals.

The 15 hp motor is driven by a conventional hydraulic power pack located on the surface and connected by high pressure flexible hose. Rated output is about 1.5 cubic metres/minute at an optimum head of 15 metres. The intake incorporates rotating cutter blades which ensure a balanced flow of solids/liquid through the pump.

Applications include winning sand and gravel, removing silt in harbours, clearing sand from oil rig legs, and handling effluent, sludges and slurries.

Marketing in the U.K. is by Sykes Pumps, Woolwich Road, Charlton, London SE7 7AF.

Light on the sight

COLLABORATION between 7 kW Lister diesel generating set and the mast can be erected and the unit in operation in about 5 minutes.

The dumper is driven by a 15.7 hp air-cooled twin cylinder Petter diesel engine, and has a top speed of 12 mph. The skip can be refitted whenever required.

Total cost of the dumper-lighting unit is £5,204. Details from Johnson Machinery, Adsworth, Cheshire, SK3 8LG (061-481 2642) or Henry Cooch, P.O. Box 40, Sevenoaks, Kent, TN15 8LN (0732 667297).

• By agreement between the Financial Times and the BBC, information from The Technical Page is available for use by the Corporation's External Services as source material for its overseas broadcasts.

The lighting unit has its own

adhesive, but the machine can be operated in combination with dispersion glue. Magazines can be rapidly changed to allow packaging of individual products as well as of multi-packs of different sizes of product.

Accessories include collating belts, elevating station for forming layers, intermediate cardboard inserter, collating system, and coding, marking and labelling devices.

The metre-long magazine takes open vertical blanks of solid or corrugated board, slotted or die cut. Product feed is against the blank, with the pusher mechanically operated through Marketing in the U.K. is by Encase, Beaumont Road, Bamberley, Oxon (0285 50971).

Gluing is with hot-melt

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The Management Page

Why opinions are split on the virtue of German banking

"I am always very thankful that I do not have to operate within the British financial system. While I support wider share ownership, the heavy reliance British companies have on the Stock Market for finance creates far more problems than it solves"—the financial officer of a large German engineering company.

"All this plausibly talk about the German banks' deep and searching knowledge of the needs of industry is so much hogwash. It is a damned good device the banks have invented for tying industry to their apron strings. What they do is get a company borrowed up to the eyeballs, and put a man on the Board to ensure they grab all future borrowings—an overseas banker based in Germany."

THESE uncompromising views reflect the intensity of the mushrooming debate in West Germany about the relations between banking and the nation's industry.

Not surprisingly, the strongest support for the German banking system is found among German bankers themselves and the nation's industrialists and this is underlined in the comments reported in the first part of this article. The critics, featured in the second part, embrace an overseas (largely Anglo-Saxon) viewpoint that reflects scepticism about why the German banks have developed such a tight hold on industry.

The executive of the engineering concern maintains that "many British companies must find the type of long-term planning we do quite impossible. The British manager is constantly worrying about his interim and his annual dividend. If he doesn't think mainly about the immediate future his share price is likely to go down. If it does show a dip, the chances are that unless he is extremely lucky he will have trouble maintaining

The highly developed "universality" of the West German banking system is proving a double-edged sword. The evolution of a structure which ties the banks closely to industry is seen by many people as one of the keys to Germany's post-war economic boom. Others consider the banks' relationship with industry to be unhealthy, not only because of the closeness of the ties, but because German companies, compared with those in other countries—particularly the U.K. and U.S.—have very small capital bases in relation to their high level of borrowings. Even in Germany, questions are now being asked about the effectiveness of the banks: a Government commission is investigating the situation. A parallel atmosphere is to be found in the U.K., where various committees and commissions are probing the whole question of industrial finance—including Sir Harold Wilson's and Mr. Harold Lever's. Following the articles on Commerzbank and Barclays, which illustrated some of the issues involved (this page February 28, March 3, 6), Guy Hawtin reports from Frankfurt on the views of individual bankers and industrialists.



or increasing his overdraft level."

He also believes that the direct participation of the banks in West German industry provides a vital stability for the country's companies that would be lacking under a different regime. It frees German managers from the tyranny of the stock market, he feels, and, secure in the knowledge that,

not mean, however, that it can be normally withheld.

The private banker, on the other hand, elaborates his point about the advantages of West German banking regulations by suggesting that if, for example, the British banks had been governed by similar rules, Rolls-Royce would not have been allowed to collapse. Moreover, he says that AEG-Telefunken, rescued by the Dresdner Bank in particular and the country's universal banking system in general, would probably have gone to the wall if it had been a British company.

The advantages of the German system are also propounded by an executive director of a mechanical engineering concern. "I would much rather deal with a banker than private shareholders, especially the type that keep going on about shareholders' rights," he says. He feels that bankers are professional men and can usually see beyond the next dividend.

"My view is that if an entrepreneur launches his company on the stock exchange he loses control if he sells anything approaching a blocking minority. If I have an outsider in my company I'd rather have a banker, who has expertise on the financing side to contribute, than a representative of a group of people who are only interested in how much earnings will grow this year," he says.

A Frankfurt private banker claims that he would prefer to see most companies operating with a much smaller ratio of debt to their own resources. "It is probably much easier for the businessman if he keeps us out of his affairs. Obviously if he is carrying a heavy debt burden we must ensure as best we can that he pursues sensible policies."

An American banker, who is opposed to the universal banking system on the grounds that it stifles competition and gives the consumer a bad deal, grudgingly admits that the banks' participation in industry has a positive side. He says it may have encouraged long-term planning, as well as a conservative approach to new commercial fashions that has "sometimes" been beneficial.

Conservatism

"Despite the fact that there are some pretty big outfitts over here, there is hardly anything that an American can describe as a conglomerate. West Germany seems to have missed the craze for conglomerates that we had in America in the 1960s. This means that Germany just didn't have the problem of the conglomerates gone sour. Of course, it hasn't got any good conglomerates either," he says.

He feels that the conservatism of the banks probably contributed to this state of affairs, but points out that conservatism is not always beneficial. "Look at retailing," he says: "the banks own a whole lot of retailing stock yet retailing over here is terrible. There is nothing more conservative than the German store groups. Profits are poor for the industry although mark-ups are fantastic by American standards. The merchandising is sloppy. The consumer loses out. So does the shareholder. The banks are the shareholders as often as not, but the banks' shareholders suffer."

Such criticism of German banks is made even more forcefully by the overseas banker quoted at the beginning of the article. Elaborating on his point about their tying industry to their apron strings and putting a man on the Board of a company to ensure they grab all future borrowings he says: "It makes a farce of competition within the banking sector. It's bad for the companies, themselves, and it's bad for their shareholders. If the company gets into trouble the bank puts in a few of its boys and makes sure that its own funds are safe, not by working out what is best for the company, but what is best for its own profits. The shareholders—unless it is one only—can go to hell in a hand basket."

Dismayed

The West German banks are not unnaturally dismayed by this view. One German banker says: "Even if such a policy were in our interests—and I most firmly believe that it would mean commercial disaster—we would never be allowed to get away with it. The Government and the cartel office would react immediately."

Another German banker admitted that there were possibly drawbacks to the system, but pointed out that there appeared to be no practical alternative to it that offered industry a better deal. He pointed out that banks had been investing in industry for many years before the First World War; the country's history since 1918 had left neither industry nor the banks with any real choice other than to develop the banking industry in any other way.

Product innovation: the crucial test for Britain

traditionally gone to these markets—many of which practised a preference for Commonwealth countries."

"But this is only the beginning," Mr. Parker warns. LDCs are acquiring the capability to move "up-market" into intermediate, and ultimately, into higher technology manufactures. Areas of engineering such as automotive products, shipbuilding and basic machine tools are already being invaded by countries like South Korea, Poland and Taiwan. Hong Kong and East Germany are now producing high-precision goods like cameras and optical equipment far more cheaply than would be possible in the west. This trend is likely, not only to continue, but also to accelerate, says Mr. Parker.

The reason why the emerging challenge of many "less developed countries" (LDCs, in the new international parlance) has not yet been widely perceived is that it is still indirect, according to Mr. Hugh Parker, who was for 15 years managing director of McKinsey's British operation, and is now president of the American Chamber of Commerce.

By this he means that U.K. and other western companies are not yet meeting the LDCs as head-on trading competitors in third countries on any substantial scale. Instead, many of the LDCs are becoming self-sufficient in certain mature and basic products—textiles, shoes and steel are the most obvious examples—and are therefore rapidly closing as export outlets for western manufacturers.

U.K. companies will be particularly hard hit because such a large part of their exports has

entirely new industries for the future."

Like other analysts of this inexorable situation, Mr. Parker has plenty to say about how the U.K. Government should act: taxation and incentives are naturally spotlighted, as is the negative impact of proliferating government agencies and regulation.

A less obvious suggestion is the establishment in this country of at least one institution like the Massachusetts Institute of Technology, whose contribution to the creation of real wealth in the U.S. has been "incalculable." This would help meet Mr. Parker's objective of linking education in engineering and the "hard sciences" to "the practical realities of industrial require-



Mr. Hugh Parker—president of the American Chamber of Commerce and formerly managing director of McKinsey's British operation.

directors committee (see this page, November 11, 1977).

The key to getting an innovative programme off the ground, Mr. Parker considers, is Mr. Pocock's last suggestion: to enlist an entrepreneurial executive to look for opportunities in large corporate organisations. Mr. Parker emphasises, "the only way to get something started and to make something happen is to assign specific responsibility for it to a senior executive with the necessary authority and motivation."

The Business Graduates Association, 87 Jermyn Street, London SW1 6JD. Tel. 01-930 9363/9.

industrial design which became increasingly accepted through the 1960s—at least among designers themselves—that of adding what might be called "styling" to industrial products.

This key question (discussed in depth on this page last October 28 and January 11) was side-stepped by the President of the Society, Mr. Richard Negus, when he complained that while this country produced more "designers" (no definition) than any other, they were having to look overseas for a worryingly high proportion of their work. Even Sir Peter Carey clouded the issue by claiming that Coscorde was a "magnificent example of industrial design," and then going on to say that "the translation of designs into commercial, profitable production seems much more difficult for us."

His other remarks, however, seemed to reflect a view of industrial design which was in line with the new thinking at the top of the Design Council: that good industrial design embraces product reliability, appearance—and economic viability.

C.L.

Designing for a better future

part, but were not designing it well enough.

"Sometimes we can see certain factors which contribute to this situation, such as the lack of suitably qualified or experienced designers, or the conservatism of British customers.

If it was not to become just an offshore island, producing cheap commodity products for its wealthy European neighbours, its route must be up-market, with high-quality goods of superior design and sophistication, based on technological skill and craftsmanship.

Sir Peter Carey, permanent secretary to the Department of Industry, said: "Sir Peter Carey, permanent secretary to the Department of Industry, said: 'Sometimes we can see certain factors which contribute to this situation, such as the lack of suitably qualified or experienced designers, or the conservatism of British customers. In this way would companies be able to avoid their products failing because their customers wished or production methods had not been given enough attention in the original design.'

One necessary change was the

fostering of the idea of design as one of the central functions of company management.

Sir Peter said: "There must be

strong links between design and other company functions; only

in this way would companies

be able to avoid their products failing because their customers

wished or production methods

had not been given enough

attention in the original design."

One of the most telling of Sir Peter's appeals was for companies to "avoid the false antithesis of industrial and engineering design." To him, industrial design was the design of the products of industry; for any sort of product, it should include whatever design—engineering or otherwise—was a necessary part of the whole.

To the outsider, this might

appear little more than semantics. But, in effect, Sir Peter

was challenging the definition of



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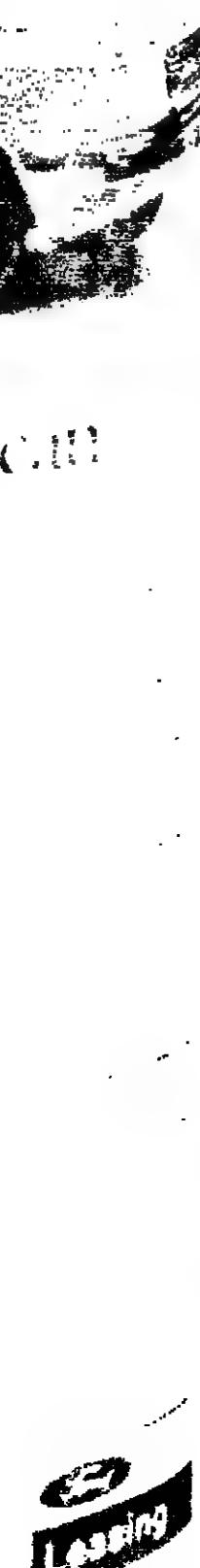
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Doomed to co-operate

BY JONATHAN CARR

IT IS NOT often that one is treated to the spectacle of a line, seeking to fix up a compromise with his friend Jim Callaghan on matters as diverse as the European unit of account, nuclear fusion and fish.

West Germans have therefore been astonished to see two members of the Brussels body—one British, the other German—going just that.

Last week Mr. Christopher Tugendhat, the commissioner responsible for budgetary affairs, told a Munich audience that Bonn was, in effect, being two-faced over the Common Agriculture Policy (CAP). While moaning about the costs of the CAP, he said, Bonn was itself acting to increase them. Some of the biggest farm produce surpluses in the EEC, Nato and Berlin (as one of the three Western occupying powers), But it is also a judgment based on what is likely to happen in the Community over the next few years because of enlargement. The impending accession of Greece, Spain and Portugal will put increasing pressure on the richer members of the Community to help bridge the gap with their poorer southern neighbours. That means West Germany of course, not Britain. But Britain with an oil-induced balance of payments surplus and a relatively strong currency must well find itself in the unaccustomed role of potential European "pay master" too. It will protest that it has all sorts of essential tasks to perform at home with its new-found and limited wealth—which is a very German-sounding sort of argument. The Governments in Bonn and London will have a common interest in seeing that increased transfer of resources in the Community only takes place under appropriate conditions—example when the economies of the members of the enlarged Community are running "in parallel" (whenever that may be).

Federal system

But is there not a fundamental difference of aim between Britain and West Germany? The Germans surely want a federal system in Europe while the British want no such thing. It is true that the Germans say they want a federation—but agree? It is a very long way off and, meanwhile, there must be a series of "small steps" to solve practical problems.

The British agree about the "small steps" and will be disinclined to interfere with other people's dreams (merely noting from time to time that federalism is not an aim formally enshrined in the Treaty of Rome). With apologies to George Orwell it is fair to say that "these abideth faith, hope and money in the EEC—but the British steadily increases. And the greatest of these is money."

THERE ARE 11 officially designated wine districts in the German Federal Republic—the Rhine, Moselle, Saar, Pfalz, Badische Bergstrasse, Wurtemberg, Franconia, Hesse, Thuringia, Saxony and Brandenburg. The full title is spelled out because there is a tiny, rather remote 12th in the German Democratic Republic near Meissen—but even the Hesse Bergstrasse, which lies on the right bank of the Rhine about 45 miles south of Mainz.

Nor are many in this country likely to have drunk its agreeable, often distinguished wines. For their output represents only about 3.5 per cent. of average German wine production, and 30 per cent. are sold and consumed locally, within an area of about 20 miles.

Within Germany the Bergstrasse is particularly known for its microclimate which causes it to be called the "Frühlingsorten", the Spring Garden of Germany, where flowers and blossoms bloom exceptionally early, and people drive from Mainz and Frankfurt to enjoy its pristine splendour; and to partake of the local wine.

The favourable situation of this narrow strip of vineyards, not much above ten miles in length, comes from the mellowing influence of the Rhine to the west, and the slopes of the protective Odenwald on the east.

The soil is lighter, composed of

Fine wines from Germany's smallest district

which shelters the steep vineyards from the cold easterly winds. Frost is little known and the worst natural enemies are the starlings against whom the vines have to be netted.

The Bergstrasse, so called because it runs along the foot of the Odenwald, continues south into Baden, past Heidelberg and down to Wiesloch, but there it is not a distinct wine district in Hesse, though somewhat similar wines are produced in the southern section. The Hesse part—nothing to do with the Rheinhessen on the other side of the river—runs south from Darmstadt to Heppenheim—and its vineyards are with that other Hessian district, the Rheinhessen. So much so that the State Domaine at Bensheim on the Bergstrasse is administered from the famous State Domaine at Eltville and Kloster Eberbach, whose chief glory is the great Steinberg vineyard. The labels of the Bergstrasse wines have on them the same stylised German eagle, which for some carries the memory of some of the years when a swastik was planted in its breast; though now one is assured the eagle faces in the opposite direction.

Although Bensheim is almost directly opposite Worms, the original source and inspiration of all the Liebfraumilch, the Bergstrasse wines are much more akin to those of the Rheinhessen. The soil is lighter, composed of

granite, sandstone and loess, and these more southerly vines have rather less acidity than the Rhenish grapes, but they can also have a firm hardness. In both areas the leading grape is Germany's finest, the Riesling, and except for those rather few Rheinhessen wines produced

of Agriculture, was founded and

in 1970 was amalgamated with the State Domaine, which had those main jobs in the night with savoury food; though I

already received the estate of the bountiful industrial towns.

Today it produces 250,000 litres, or 10 per cent. of the total Winzergenossenschafts

society, which is the red one

making rather lowest-common denominator wine, but not in

Most Bergstrasse wines are drunk young, and it would be un-

common to find anything older than the late 70s and 70s; and

has a turnover of DM 6m. and this summer the 70s will be

500 hotels, shops and restaurants as customers, most of them

supplied with wine in litre bottles, much favoured here for

Steinkopf. Although the head of this Domaine is Dr. Hans Ambrosi, the well-known director of the Rulander in Eltville, the local director is in Müller-Thurgau wines. Their charge of Schloss Reinhardt's alcohol strength is around 10 degrees, and they have a nice flowery bouquet, though with less acidity than the

substantial growers and more interesting development, also in

that discriminates against such wines. But, contrary to EEC

policy, are these with us for ever? Meanwhile, travellers still

visit the Rhineland, including those on business; and a day off

from the scrambles together

Frankfurt / Wiesbaden / Mainz

in the relative peace of the Hessische Bergstrasse is to be recommended—and not just for the flowers.

WINE

BY EDMUND PENNING-ROSELL

from this grape, the Bergstrasse wines tend to have more character and style than their neighbours across the river. At one time the Bergstrasse was largely planted with the Sylvaner, but now it only accounts for 12 per cent., with the Riesling representing 55 per cent. (60 per cent.

Steinkopf 20 per cent., and the

balance made up of Rulander, Traminer, Scheurebe, etc.

It is the basic reliance on

Riesling that gives many of the

Bergstrasse wines their quality.

In this small State Domaine at Bensheim plays an important part. It was founded in 1902 by the Grand Duke of Darmstadt to demonstrate good wine-growing to the hundreds of small local growers. In the Twenties a Hessian experimental centre, owned by the Frankfurt Chamber

of Agriculture, was founded and

the others are what might be called "greenness" but they are cer-

tainly more suitable for drinking

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Watch the Irish at Cheltenham

IT WILL BE fascinating to see how the 50 Irish challengers at Cheltenham this week fare over the three days of the Festival meeting.

A team of 43 from over the world produced seven winners last year—one short of the record eight achieved by Jim Dreaper of Ballyroos, who comes to Cheltenham with the most excited reputation of any Irish runner.

In the opening race the Sun Alliance Novices' Hurdle, Ireland has won since 1972—I shall be surprised if the first prize does not go to either Michael Dreaper's half-brother, Paddy Gun, or to the certain favourite, Mr. Killarney.

The Eddie O'Grady-trained

Paddy Gun, a model of consistency since finishing down the field on his first-ever appearance over the minor obstacles at Naas on Guy Fawkes Day, may prove capable of upsetting Mr. Killarney, who is doubtful whether he will quite have the pace to master him.

Those who are looking for a long-priced outsider as an each-way alternative to Mr. Killarney, found Skymas, just a neck too

RACING

BY DOMINIC WIGAN

distance Hurdle on his last appearance here.

In the Sun Alliance Chase, I find it difficult to look beyond Jim Dreaper's Ballyroos, who comes to Cheltenham with the most excited reputation of any Irish runner.

That lightly raced Cantab will have gone, has gone from strength to strength since the start of the campaign and recently followed a 12-length Leopardstown victory over Hilly Way (twice a winner since) with the same Conqueror of Rathgarvan at Naas a few days ago.

Although the farthest he has attempted is the 21 miles of those Leopardstown races, I have little doubt that Ballyroos will see out to-day's three miles and stamp himself as a future winner of the Gold Cup.

A year ago, Grangeood Girl

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Raising the dosage

IF A DOCTOR finds that the treatments he has prescribed has undermined the patient, he will try to find some other remedy. The German and American authorities, with a sad lack of imagination, have simply prescribed a further dose of the same medicine; it is hardly surprising that the markets have decided that the dollar is likely to remain about as sick as before. It is true that there is also the promise that a slightly different formulation is now available in reserve: the Americans have undertaken to borrow on their own account through their IMF drawing rights if they require to, thus shouldering part of the exchange risk. The change has been too small to alter the outlook.

Understanding

It may be that on further reflection holders will decide that since the U.S. authorities are at last committed to some concern about the future of the exchange rate, the dangers have after all been somewhat reduced, and that the currency will remain somewhere near its present level rather than resuming its precipitous decline.

Equally the Japanese authorities are now showing some real concern about reducing the size of their current account surplus. Worrying about a problem, however, is no substitute for understanding it, and neither Government has proposed measures which address the real cause of their respective troubles. Meanwhile the consequences are likely to get steadily, though not dramatically, worse.

Structural

In Tokyo the trouble seems to be pretty much the reverse of that in Washington: the authorities are showing considerable technical fleetness of foot in their monetary and trade measures, and have substantially smoothed the short-term movement of their exchange rate; but they show little sign yet of addressing the difficult structural transformation which will be needed to turn Japan into a good trading neighbour.

The implications of this continued stumbling are forbidding. The trade disruption caused by the dollar's exaggerated decline in the short term, and by Japan's structural dependence on a large trade surplus in the long run, both threaten the same result: protectionism. This threat and its causes, at least as much as any effort to co-ordinate growth policies in a disorderly world, should sit at the top of the agenda for the economic summit.

However, central banks are not the only people who can borrow; and it is the attempt to use official borrowing to shield the private sector from the natural consequences of a large deficit—a fairly steep rise in interest rates—which is provoking the large capital move-

Dangers of retribution

LAST WEEK-END's raid on Israel by Palestinian commandos and the carnage resulting from it can only be deplored by the civilised world. The guerrillas of the Palestine Liberation Organisation may feel themselves justifiably at war with Israel. However, like similar bungled operations in the past, the latest could not in any sense be considered military. Its only tangible consequence was senseless slaughter, mainly of innocent civilians. Moreover, it was undertaken apparently with the blessing of the top leadership at Fatah, the leading PLO group, and probably of Mr. Yassir Arafat, chief of both. The escapade can only damage the Palestinian cause.

PLO frustration

Yet, however shocking the atrocity, even Israelis and their most zealous protagonists should be able to see it in its historical context as another twist in the vicious spiral of violence and hatred for which both Jews and Arabs bear responsibility. Of more immediate importance is the politically mounting of the suicidal operation reflects the frustration of the PLO at its exclusion from the negotiating process.

Tactically the PLO has only itself to blame for being on the sidelines. Its tentative moves towards recognising the right of the Jewish state to exist have been ambivalent and hedged with conditions that Israelis could not possibly be expected to accept. Divisions within the movement may, arguably, have made it impossible for the PLO to take a bold initiative like President Anwar Sadat's decision to visit Jerusalem last November. As it is, the effect of the latest Fatah raid will surely mean that not only Mr. Menahem Begin and other hard-liners but also more Israelis will be more intransigent in refusing to contemplate any independent Palestinian entity.

Clearly, the PLO's objectives was to deal a fatal blow to the

Nationalised industries: the limits to action

BY COLIN JONES

AT LONG LAST, the disliked most of all — creating term financial control. For the nationalised industries each industry and putting financial targets, tailored to the circumstances of each industry, will through to the light of day. But interest groups (management, trade unions, civil servants and customers) on the new top-tier policy-making Board to determine strategy and lay down objectives.

That it has been so long com-

ing is no surprise. For the pur-

pose it must serve range far

beyond the relatively straight-

forward task of re-establishing

a framework of criteria for

investment, pricing and perfor-

mance in the nationalised sector

now that the years of govern-

ment-induced price restraint are

over and several Boards are

again making substantial profits.

One task—and a far from easy

one because of the opposing

strands of thought which have

had to be reconciled—has been

deciding the Government's atti-

tude to the question of worker

representation on the Board in

the nationalised sector.

Another has been preparing a

reasoned reply to the damaging

criticisms of government

nationalised industry relations

which the National Economic

Development Office made some

16 months ago. Memories of the

NEDO report may have faded

but the issue needs careful

handling for two reasons. First,

the study was commissioned by

Sir Harold Wilson when he

was Prime Minister. Secondly,

NEDO's analysis of the problem

was widely regarded as valid.

The lack of a systematic frame-

work for agreeing on strategy

and objectives, which has led to

confusion over the roles of

Ministers and Boards, made it

impossible to assess perfor-

mance, created discontinuity, and

bred "mistrust, widespread re-

sentment, cynicism, and loss of

morale among those most closely

involved."

Finally — and for some

Ministers an increasingly im-

portant aspect — the White

Paper should serve a wider

political purpose. An election

is approaching, and the Com-

mon Select Committee's

criticisms of Ministers' actions

— or inaction — on British Steel

and the Waterways Board are

still fresh in mind. The White

Paper could be of enormous

help if it were to put the Gov-

ernment in a position of being

able to say: "Look, among other

things, we have sorted out the

problems of the nationalised

industries."

Whether this hope will be

satisfied depends upon many

factors, including not least the

public reactions of the

nationalised industry chairmen

themselves. Telling criticisms

from this quarter would be

harder to laugh off than the

thrusts of political opponents.

But, judging from the way the

White Paper appears to be

shaping, this particular hurdle

should not prove too difficult.

For instance, the Government

has rejected the NEDO recom-

mendation which the chairman

Arm's length method

NEDO believed that continu-

ity of purpose was more likely

to be achieved in this way, by

the concerted involvement of all

interests, than by the traditional

arm's length method. As the

idea had achieved the notable

feat of arousing the united

opposition of Ministers, civil

servants, and chairmen alike, it

was not too hard to turn down.

In another, and more difficult,

concession to the chairmen,

Ministers agreed that if civil

servants are appointed to the

existing single-tier boards,

along with worker and consumer

representatives — as could

happen more frequently in

the future — then they would

be regarded as fully responsible

board members rather than

participating observers. Meanwhile

the idea of having a permanent

audit in the nationalised sector

appears to have lost

headway.

On the positive side, the White

Paper appears likely to focus on

three main areas. On the ques-

tion of "Bullockity," or worker

board representation, it will

suggest that—as in the private

sector—this is a matter best left

to negotiation, industry by in-

dustry. Those who wish to ex-

periment, such as the Post Office

and British Steel, would be free

to do so; while those that do

not will be under no statutory

compulsion—not, at any rate,

in the foreseeable future.

Concessions will have been

made to the chairmen. A con-

cession will have been made to

the Bullock lobby, though not

so far as to arouse trouble else-

where. Financial controls will

be restored, indeed

tightened. And the Government

will have gone some way

towards allaying the anxieties

of both NEDO and the Select

Committee in establishing a

framework of specific direc-

tions and separate financing for

the Board's non-commercial

activities.

Indeed, in this respect the

White Paper could be said to

be more realistic than NEDO.

It implicitly recognises not only

the inevitability, and even, at

times, the desirability,

of Ministerial intervention but also

the fact that nothing—not even

NEDO's quadrupartite policy-

making boards—will stop real-

determined Ministers. That

FINANCIAL TIMES SURVEY

Tuesday March 14 1978

OVERSEAS CONSTRUCTION

Despite indications of improving home demand, overseas markets tend to offer greater appeal to British construction companies. Many are strongly geared to these markets, but operational conditions can be difficult, and there is often a problem of inadequate financial support.

Ready for future success

by Michael Cassell
Building Correspondent

DESPITE THE first signs that one of the longest and worst recessions ever experienced by the U.K. construction industries may at last have bottomed out, the search for business abroad by contractors and the construction professions seems set to intensify further rather than ease up.

After four years in which construction output in this country has fallen by at least 25 per cent, throwing upwards of a quarter of a million people out of work, there are now indications that the worst is over.

There are no suggestions that an upturn is going to prove anything other than marginal. No figures for the financial medium-term, and there are plenty of indications that the year but they seem certain to show another improvement over patchy one, with some areas of the achievements recorded in construction continuing to offer 1976-77.

In that year, overseas earnings for the construction sector pattern staring them in the face. the eyes of contractors £500m. on the previous 12

and consultants are still therefore firmly fixed on markets further away from home, where each pound may well be more difficult to earn, but where there is at least the promise of continuing business.

A glance at the annual report of any of the building and civil engineering "majors" will clearly underline the growing dependence on such operations for overseas work. Foreign business is eagerly sought and the reports show that contracts beyond the U.K.'s shores have been representing a steadily increasing proportion of turnover and profits.

The extent to which contractors' reliance on overseas work should go has been the subject of lengthy debate and not a little criticism, with some companies now finding 80 per cent or more of their business outside the U.K. Their activities have in many cases turned the "strong home-base" concept on its head, but with such a lack of suitable domestic work available—particularly for the civil engineers—they have really had no other option.

Value

The impact of the construction industries' efforts abroad can be gauged by the official statistics on their performance compiled by the Government.

No figures for the financial year just ending will be available until much later in the year, but they seem certain to show even greater strides go abroad is not an easy one to



The dry dock at the Arab Shipbuilding and Repair Yard, Bahrain, which involved several British and foreign construction companies.

months. The total was made up work. The total construction has certainly not been realised. It is clear that the volume of work could still be

represented by the official about £220m. from contractors, contribution to "invisible earnings" is significant and in 1976-77 represented no less than substantially increased, either

about £1.45bn. for exporting building materials, 35 per cent. of the favourable

plant and machinery.

As Mr. Reg Freeson, Minister for Housing and Construction, year's performance is expected to

recently pointed out, the figures to show even greater strides go abroad is not an easy one to

represent about five and a forward and the Government take and could certainly lead

half per cent. of the value of has openly praised the efforts a company into serious diffi-

the country's total exports. now being made by contractors, culties if it is approached on

At the beginning of this year, consultants and material sup-

the basis of a "last chance" manoeuvre to keep it function-

alone were responsible for over the full scope for exploiting ing.

As recent events have em-

phasised, even the largest and most experienced contracting operations can run into major problems in foreign markets, where conditions—from the tem-

perament of the client to that

be too limited to allow anything other than the smallest outlay

through greater involvement by

existing participants in foreign

of the climate—can demand a of risk capital.

Another major problem con-

fronting the contracting opera-

for the first time is one of co-

operation from the banks

the difficulties into which some

of his larger counterparts have

fallen.

The well-publicised troubles try that the U.K. banks have shown themselves over-cautious in extending their financing and market where accepted contract guarantee facilities to companies terms can be changed almost without notice. Some overseas clients—in the Middle East particularly—also have something of a predilection for changing their ideas about what they want long after construction work has started. They do not, however, often change their minds about the price.

Rumours currently abound that one major U.K. civil engineer is considering pulling out altogether from a foreign market in which it has been involved for many years because, at the end of the day, the return has not proved to be worth the effort.

The newcomer certainly faces something of an uphill struggle in most markets. He may, in the first place, have to spend considerable sums of money in simply establishing his presence in the place he wishes to do business and can then expect to follow that up with the expensive business of tendering for work, without any guarantees that he will be successful.

Pre-tendering activities can represent a major financial

burden for the largest contrac-

ting and consultancy businesses

and the resources of a small

operator will almost certainly

be too limited to allow anything

other than the smallest outlay

that he will be successful.

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The same banker also made

the point that many of his

fraternity were guilty of errors

of generalisation. They often

he claimed, applied analysis

techniques to contractors which

were only valid for manufacturing concerns.

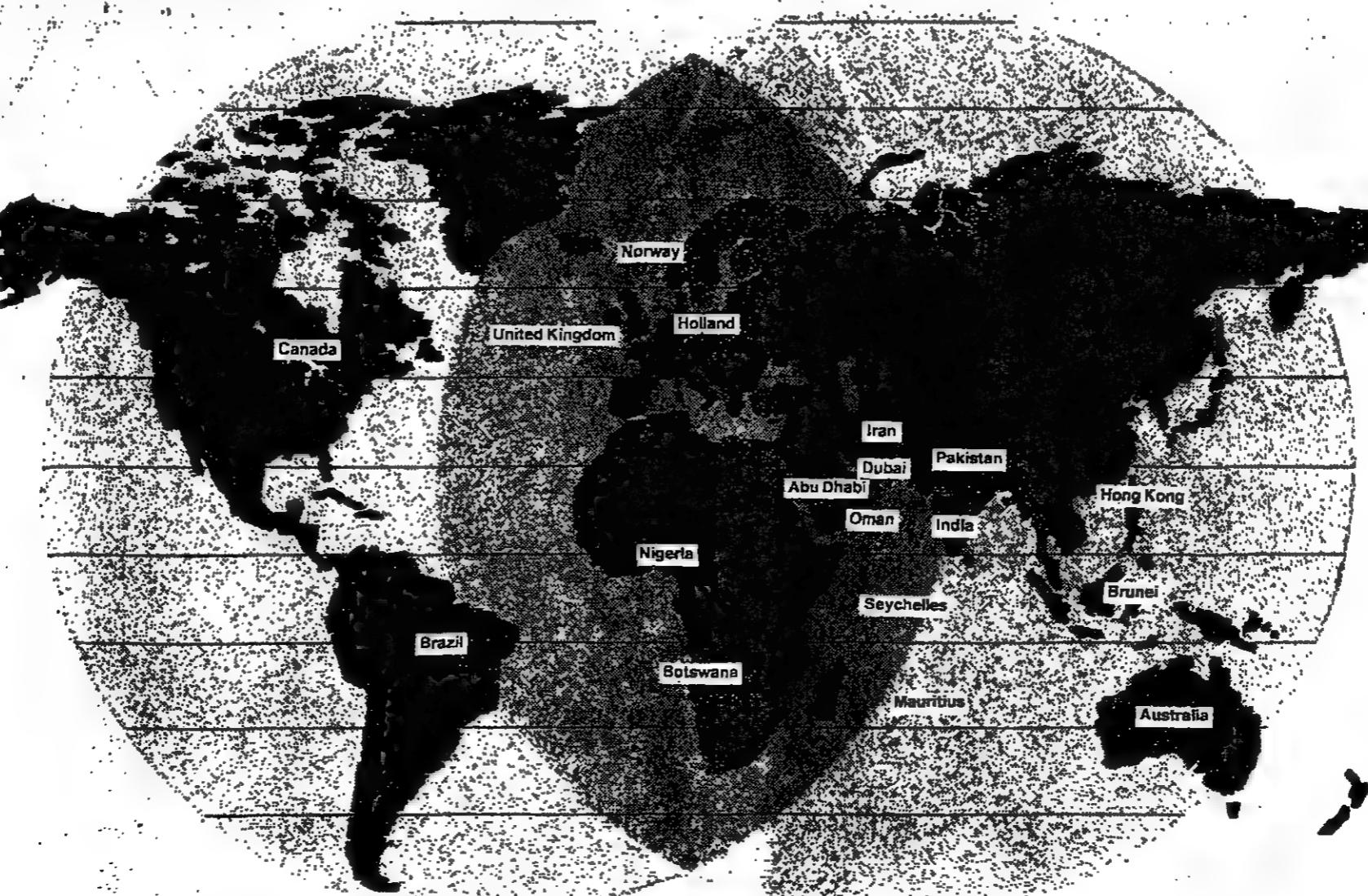
"Formula lending," such as total facilities ex-

tended being equal to a multiple

of net worth and so forth, did

a disservice to contractor clients

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Construction the world over

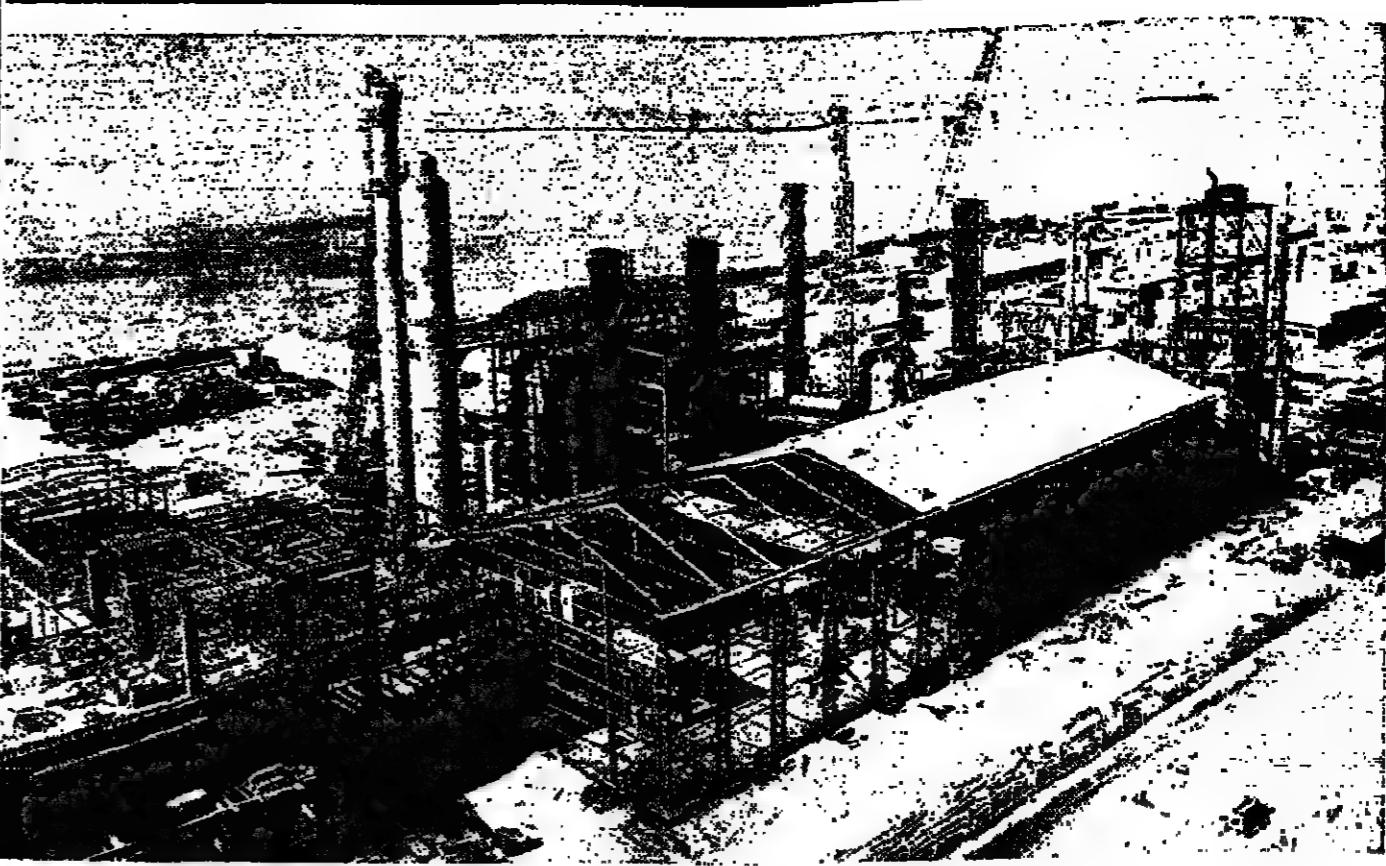
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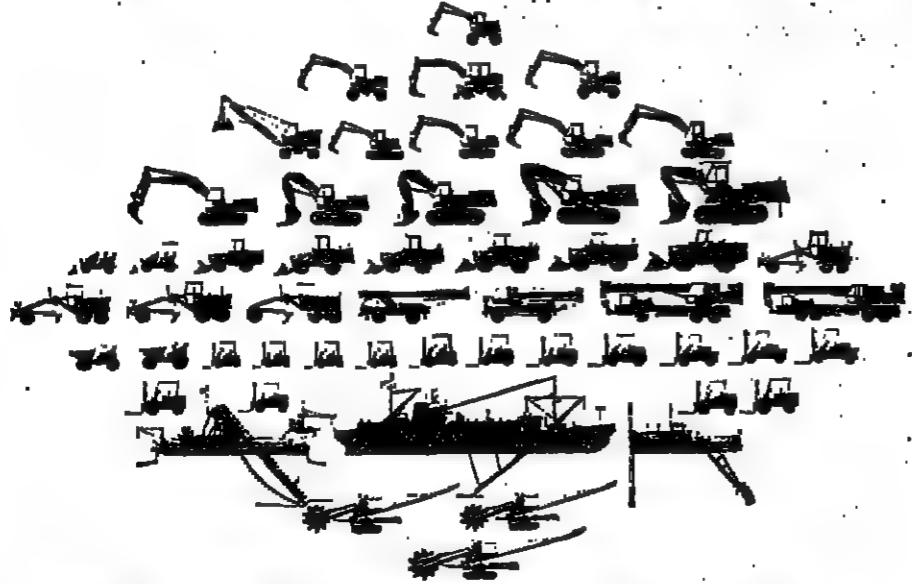


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THE MIDDLE East has been a boom region for construction, guarantees remain out standing in order to protect against latent defects which may not be evident at completion.

No contractor, whatever his size, could put up the cash for these guarantees. It would be far to big a drain on his cash flow.

He has to use the services of an international bank which will make the guarantee for him in a form acceptable by the principal in the country concerned. Then, should the guarantee be called, the bank will pay the principal and reclaim from the contractor.

The growth in such guarantees has been phenomenal and

banks have had to develop a rational judgment on the need for often harsh terms.

The basic types of guarantee required from contractors fall into four categories, each relating to the successive stages in the project. There are definite reasons why each of the guarantees is required. The first is a bid guarantee given when a contractor submits his bid.

This guarantee is designed to ensure that those who bid for a project are serious in their interest. Most guarantees are for 1-5 per cent. of the bid value.

Then come the performance guarantees given by a contractor at the start of a project. This is the main guarantee and its purpose is to ensure that the contractor will complete the project in the manner expected.

Should performance fail for any reason, then the guarantee can be called. The value is normally between 5 and 10 per cent. of the contract value, sufficient to cover any potential losses.

Advance payments to the contractor enables him to speed up work on the project and in several cases advanced payments are forthcoming providing there are adequate guarantees to ensure the repayment of an advance in the event of default. Finally, there is a retention money guarantee, which operates during the maintenance period after the contract is complete. It enables the contractor to receive his money rather than having part of the payment held up until the maintenance period has elapsed. Most Middle Eastern contracts have a period of one year during

which performance and retention guarantees remain out standing in order to protect against this.

The judgment was that this did not apply. The guarantees could simply be called in and when they were the banks had to comply.

If unfair calling was widespread then nobody would be prepared to operate in this area. But companies are still competing very keenly for business. The number of cases of calling in of guarantees has been relatively small. The principals have not abused the system and would be affronted to even have implied that this was a possibility. Nevertheless, U.K. contractors have found themselves being priced out in tendering for contracts, and one reason given is that the premiums required to insure against this risk, which are added to the price of the tender, are extremely high — simply because the potential risk is

The other alternative is to endeavour to have some of these harsh penalties relaxed by the principals, to get some form of fairness, from the contractor's viewpoint, into the guarantees and bonds put up. If the principal is the national government then the chances of this happening are remote while there is still keen competition for the contracts and a desire to get established in the area.

But there is hope that further down the scale, principals will accept bonds and guarantees which are less harsh in operation. Mr. Victor Fowler, the managing director of the Credit and Guarantee Insurance Company, speaking at the Arab Insurance Conference '77 held in London in the autumn, advocated the use of supplier default insurance as an alternative to insurance, which Credit and Guarantee market vigorously provides an indemnity to the customer against the consequential loss on the part of the contractor defaulting on his contract.

In the event of a dispute, however, provision is made for arbitration that is binding on both parties. The arbitration provisions are fairly straightforward, being held in the country concerned, not the U.K. Mr. Fowler reports that considerable interest has been shown in this type of insurance. It allays the fears of an arbitrary calling of bonds, while still providing the principal with financial reimbursement should the contract not be completed satisfactorily. But whether it will get general acceptance is another matter.

Eric Short

Success

CONTINUED FROM PREVIOUS PAGE

and also increased the banks' risk of bad credits from a weak company which accidentally fit.

The Board has now, however, been wound up and its work is to be taken on by the Overseas Projects Board of the British Overseas Trade Board and the National Consultative Council Working Group on Exports. The CEAB's work, said Peter Shore, Secretary for the Environment, had been largely completed.

Suggestion

The Board's existence was in some respects always an uneasy one, with the ever-present suggestion that it was treading on other people's toes — an attitude which would not be shared among competitors drawn from other nations, where the benefits of a united effort are more readily appreciated.

Whether the politics of the situation overcame the Board or whether it has indeed left behind it a collection of industries better structured to meet the overseas challenge is not yet clear. There is no question, however, that future co-operation, from the widest type of intelligence operation to working joint ventures, will be necessary if the U.K. overseas effort in contracting and consulting is to grow even more successful.

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OVERSEAS CONSTRUCTION III

Counter-drive
in Britain

AT THE SAME time as British construction experience as well as labour is a trade quite new to them, local companies are actively seeking to increase their exports and to South Koreans, who obtained first international experience in South-East Asia, are seeking to do exactly the same in Britain. Well over 30 South Korean contractors operate abroad, in sharp contrast to the position a decade ago. Their efforts have been greatly assisted by a Government which has put its full financial weight behind the export drive.

Not only does overseas work provide foreign currency; it also makes a significant contribution towards any nation's balance of payments. In addition, construction work overseas can act as an important stimulus for exports of plant, equipment and all the necessary materials.

The international contracting scene has been dominated until fairly recently by companies from North America and Europe. Lately, however, some newcomers like the Japanese and South Koreans have been making considerable inroads and are fast becoming a significant force.

Recently, for example, the British Woodworking Federation attacked wooden door imports from Taiwan. Taiwanese doors have been coming into Britain at the rate of 1m. a year, equal to about 15 per cent of U.K. production. What annoys the U.K. doormakers especially is that with the housing and construction industry depressed one of the real growth areas is in home improvements.

South Korea itself is hopeful of earning about £2bn. in construction jobs abroad this year. The Koreans' strong selling point is their ability to bring thousands of their own skilled workers to overseas construction sites. This gives them a competitive edge over American, European and Japanese companies which can deploy only engineers and foremen in most cases.

Official figures show that out of 6,800 Koreans working in construction projects abroad at the end of January 4,700 were in Steel, Shell and ICI as well as the Middle East. Exporting the Department of Environ-

ment and a wide range of local authorities.

While Stevin and other companies have had considerable success in the U.K. market, some engineering companies involved in manufacturing process plant equipment for the construction industry have been greatly assisted by a number of orders lost to overseas manufacturers.

The Process Plant Association says that last year up to £17m. of equipment had been ordered from abroad for U.K. projects.

Apart from the plant makers losing opportunities, the British Steel Corporation also suffers because foreign steel is being used. Many of the plant makers are quite sure that they are losing orders simply because of the prices quoted. Some of the foreign tenders have been 30 to 50 per cent below those quoted by British companies. In fabrication half the total cost may be in raw materials, so the question remains as to how such quotations can be made.

The answer, according to the Association, is that some foreign companies are effectively buying work by taking contracts at cut prices to cover overheads and keep their labour force together.

The Association has alleged, in a letter to Mr. Eric Varley, Industry Secretary, that "in many cases the foreign companies are receiving assistance in various forms from their respective governments to assist them in exporting." The plant makers argue that any overseas company accepting a contract at below cost price is as guilty of dumping as any producer of a product sold at below the market price.

One of the reasons for the plant makers' concern at the size of foreign orders has been the recession in the U.K. economy. The Association had expected spending on process plant hardware to rise by 6 per cent in real terms in the current year compared with last year. But it now seems likely that the growth will be nearer 3 to 4 per cent.

David Churchill



The 1MW diesel power station at Birkat al Mawz, Oman, one of 19 built by Hawker Siddeley Power Engineering under a £17m. contract.

U.K. presence abroad

BRITAIN RANKS among the top two or three in the league table of nations successfully competing beyond their own boundaries for building and civil engineering work.

It is a position which has been held for years, and which was originally sparked off in the wake of the U.K.'s colonial expansion and continued there because of world-wide appeal of the depth and breadth of British construction skills.

The U.K.'s ranking, however, has never been under greater pressure than it is now and it will require a monumental effort—demanding full Government support—to ensure that British builders and civil engineers continue to dominate the markets, smaller companies and those without any previous experience beyond the U.K. are making considerable strides.

The DOE said that, last year,

of the 100 or so contractors

operating in the Middle East

are by now well known and

include most companies of any

reasonable size. Names like

Costain, Taylor Woodrow, Tar-

mac, Wimpey, Sunley, Mc-

Alpine, Laing and Mowlem have

been joined by newcomers like

Bryant, Higgs and Hill and

Robert Douglas, while on the

past few years.

All industrialised nations

have been struggling under the

strains of economic recession,

which have left their construction sectors underutilised and fundamentally weak.

The result has been ruthless

competition and almost every

company has been overseas

overseas sales policies—

either through direct export or

local purchasing and manu-

facturing.

But while the Middle East

may be a major talking point,

the U.K.'s overseas successes in

the construction world are much

broader. The last official

statistics from the Department

of the Environment showed, in

fact, that of all the new con-

tracts obtained in the year end-

known, the U.K. has been achieving considerable success in the region.

High profits have been achieved by some U.K. contractors in the oil-rich states, although margins are now com-

ing under considerable pressure with the arrival of competitors prepared to under-bid anyone and any price to win work. If there is any compensation, it might be that the risks involved are now apparently reducing.

The names of U.K. contractors operating in the Middle East are by now well known and include most companies of any reasonable size. Names like

Taylor Woodrow, Tarmac, Wimpey, Sunley, McAlpine, Laing and Mowlem have

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tracts obtained in the year end-

known, the U.K. has been achieving considerable success in the region.

Even more significantly, there

The same problem of penetra-

tion exists in the U.S., where

participation by foreign con-

tractors is still fairly unusual.

At least one major U.K. civil

engineering company, however,

has a success tale to tell about

its activities in the U.S.

When in 1973 the U.K. hous-

ing market began showing signs

of the coming recession, Taylor

Woodrow Homes began casting

its net wider and its gaze settled

on the U.S., a market where it

had operated before but where

it had been inactive for some

time. Taylor Woodrow found

Sarasota, in Florida, a fast-

growing town with good com-

munications and an even better

climate, which the company be-

lieved was ripe for luxury house

development.

About 1,300 acres of land

were purchased and develop-

ment began on what the com-

pany describes as "a little new

small exporting operation—in

of a recreational resort.

When complete, about half

the total acreage will be for

housing, with the remaining

land being used to provide

overseas sales. Measures intro-

duced so far to help exporting

construction or materials

supply or any other industry—

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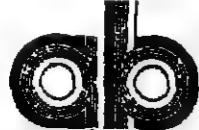
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OVERSEAS CONSTRUCTION IV

Consultants earn success

A MEASURE of the success of negotiation with the then ruler British consultants described as "three hard, overseas is that this year they frustrating, infuriating, will be expected to add about 12-page weeks"—a contract was £50m. in fees towards the eventually signed.

British balance of payments "We had started off with a increase of some £50m. over £50m. in fees towards the eventually signed."

Mr. Grant. "We ended up with a value of capital projects with a spidery signature on the bottom. The original contract was for £50m. in fees towards the eventually signed."

These figures amply illustrate the importance of consultancy work in the international market, an importance that is sometimes forgotten when the large contractors grab the headlines over massive construction projects in a developing country.

British consultants are currently involved in such projects as a £628m. port in Saudi Arabia, an £85m. highway in the Philippines, or an £80m. power station in Venezuela. In fact, there can hardly be any country in the world where a British consultant is not actively involved in a major construction project. And the success of these consultants has earned a reputation for integrity and ability that is said to be the envy of consultants in other countries.

But such a reputation has usually been earned the hard way. The experience of Mr. Alan Grant, detailed in a recent book called "Consulting Overseas" by Robert Bidsnoff, shows the problems to be found, especially in the Middle East.

The firm of Alan Grant and Partners had decided to expand in the Middle East and had heard of an opportunity in Abu Dhabi. After three weeks of

alien to the professional standards of the British consultant, but it is almost impossible to know the extent to which others are being sponsored. This can take the form of direct Government assistance, either of a monetary, political, or diplomatic nature, to personal pressure on the parties involved.

Payment can also be a problem. A change of Government, for example, in a politically unstable country, between the award and the completion of the commission could lead to a refusal to honour previous obligations.

Selection of the correct level of technology is also important. Consultants have to take advantage of what capital equipment is available in the country concerned and what must be added to produce the best method of implementation.

The problems of staff engaged for overseas work should also not be overlooked. An engineer who is thoroughly competent in a London office may, after a few months in the Middle East, turn into a dithering wreck. Thus it is vital to choose a member of staff for his personal characteristics as well as ability.

There are, of course, many other problems confronting the consultant overseas. These include variations in planning and building regulations, documentation, tendering procedures, and the thorny old question of fees.

Not surprisingly, in a sector as lucrative and important as overseas consultancy and construction, there are many sources of help. One of the main sources is the British Consultants Bureau, a non-profit making multi-professional

body set up in 1975. The opportunity to improve the consultant in estimating British consultancy services, particularly those of its 200 member firms, in all overseas countries.

This is carried out in two ways. Within the U.K., the Bureau represents members' interests in acting as a pressure group with Government over such issues as taxation, exchange control, and financial support. Its second function is overseas promotion with day to day advice and documentation.

A recent development aimed at strengthening the involvement between members and outside bodies has been the setting up of working groups in each major sector, such as public health, planning and buildings, energy, and finance.

Although acknowledging competition between member firms, the Bureau points out that it has never been known to file on countries and advises for a member with long on such questions as exchange experience in a given country control, taxation, tendering, to turn down a request to brief contracts and labour legislation, another member "going in" for information on living conditions for expatriates is also available.

One of the Bureau's most notable successes has been the publication of a directory of consultants and contractors

consultants who are members of the Bureau. This is in great demand overseas and is frequently approached by

Government officials in foreign countries.

While the problems of consulting overseas

Another source of help is the consultancy operations overseas

Building Materials Export may seem immense at first

sight, the range of help available means that the major pitfalls should be avoided. And

consulting engineers and other consultants who have worked

professional firms to apply for overseas point out that there

associate membership.

The Group is a channel working, not least the challenge

through which buyers abroad and range of work which is not

can locate supplies of all kinds often found in the U.K.

materials, components and fittings and is thus useful to

David Churchill

Growing influence of

Far East companies

UNTIL RECENTLY, the international contracting scene had been dominated by building and civil engineering organisations from Europe and the United States.

Contractors from these geographical areas have built up technical and commercial knowledge in their home markets over many years and naturally extended their operations to those parts of the world where demand is high but where expertise is often thin on the ground.

Their overseas activities have been seen as an essential part of their expansion in an industry where demand can fluctuate violently and in which it makes sound common sense to establish as broadly based an operation as is possible.

The contractors' foreign-based work has also generated large volumes of business for the "support" industries, such as plant and equipment manufacturers, as well as the building material producers.

Also in their wake has come an army of designers and consultants who have been able to sell their own skills as a fundamental part of the total construction package.

The international construction market has never been a quiet pond in which to float, and competition for work has generally always been tough. But within the last four or five years the established contractors have had to come to terms with a new element of competition which has already achieved considerable success in taking away from them some

of the business which they might normally have expected to receive themselves.

The challenge has come from the Far East; from the Philippines, Japan and South Korea, and there is every indication that their encroachment into what was largely the preserve of the Americans and some of the Europeans is set to become a permanent feature of the international civil engineering scene.

Strange names like Hyundai, Daewoo, Dong AH and Yulian are now appearing on site

boards in an ever growing number of locations around the world, particularly in the Middle East. They are the names of South Korean contracting operations which have rapidly established for themselves the facility to be able to offer a wide range of contracting skills from the capability to erect power plants and petroleum refineries to houses and tunnels—as almost any of the competitors.

The South Koreans, often working as a combined force under the banner of the Korea Overseas Construction Corporation, now operate in Saudi Arabia, Iran, Kuwait, Qatar, Brunei, Indonesia, Singapore, Malaysia, Hong Kong and Bangladesh.

Their early successes were built on their ability to marshal large labour forces together and to organise them on site in an efficient and military style. Cheap labour was undoubtedly a major factor in their initial contract gains, although there was undoubtedly an element of "buying" work at one stage, with tenders going in at anything up to 25 per cent less than those of any competitors.

That situation no longer appears to be the case and contracts are going to the Koreans on which they intend to make suitable profits. Their cause may well have been helped, particularly in the Middle East, by recent rejections of what have been described by clients as over inflated bids by some Western and Japanese contractors.

There are now over 30 South Korean contracting operations working abroad whereas there were none just ten years ago. Neither is the type of work being undertaken by them simply labour intensive—building roads, housing and ports.

A contract now underway involving the electrification of a Saudi province is ample proof that the higher-technology work will no longer necessarily find its way into the hands of the Japanese, Americans or Europeans.

No-one is suggesting, however, that the construction world is going to be overrun by the Koreans or that the total international market isn't large enough for everyone to win a

share if they try hard enough.

The United States seems set to continue to dominate many areas of the global market.

Their involvement is worldwide, with single contracting companies handling work worth more than the combined value of all the contracts held by contractors from any other one nation. Estimates suggest that in the Middle East alone, the U.S. construction industry is now winning well in excess of \$100 a year.

The U.S. can offer not only the best in contracting skills but a full range of consulting, designing, engineering and construction services to match any in the world.

Among the major names in the U.S. contracting army are Bechtel, which as a design consultant has become a specialist in putting together enormous packages, like Algeria's natural gas plants complex. Other names include Fluor, Ralph Parsons and Brown and Root.

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OVERSEAS CONSTRUCTION V

Lure of the Middle East

THEORY making a lot of rum tremendous leap in construction in the last year or so is expenditure from one year to the next, which put a great burden upon the transport network ever bonanza — the work through which materials of the oil-rich Middle had to flow, the local markets — is now all but over, — for materials, labour and expenditure levels, gone the housing, the Government's theory, have been sharply which had to administer the expenditure and the contractors turned back and most of the inferior contracts have been let.

To-day, says Mr. Nelson, the markets have settled down and competition is, in any case, although immense, operational. The worth the expensive and problems remain for the consuming effort involved, the contractor, the situation is changing. In addition, there is improving all the time, no room for newcomers. On actual construction cause all the valuable local contacts and partnerships have ample evidence to suggest that things are by no means over in the Middle East. The message in some quarters is: Approximate expenditure on construction projects in the Middle East by government sectors was about \$15m. in 1973, of which about half was spent on hard construction as opposed to equipment, design costs, etc.

By last year, however, projects expenditure had grown to about \$35bn., with \$32bn. in direct construction work. The figures are, of course, difficult to compare with Western statistics because one dollar (or pound) spent on building in the Middle East will not yield the same amount of construction output as it would in countries with better developed infrastructure and supplier industries.

Spending

But if spending seems set to remain at levels which make other construction markets around the world seem almost inconsequential, other changes are taking place in the nature of Middle East construction work. The type of contract now becoming available, rather than the volume of business, is changing slowly as basic development work progresses, and attention turns towards "second priority" construction projects.

"Jumbo" contracts certainly remain and more of them are in the pipeline—notably in Saudi Arabia, where one of the latest plans is to build a 24-km. four-lane causeway between the country's east coast and the offshore island of Bahrain. But it does seem likely that the Middle East really relate back to the 1974 to 1976 period when there was an absolutely

nations turn more of their attention towards the provision of facilities with which the medium- to small-sized operator can comfortably cope.

The British government has been particularly keen to emphasise the opportunities for the smaller contracting operation in the Gulf and some have established themselves successfully in the region.

The British presence in the Middle East is by no means a new one. Contractors from the U.K. have been operating, particularly in the Emirates, for many years and along with British consultants have established for themselves a reputation which has led to the winning of some of the biggest construction contracts on offer.

There has been longstanding criticism that the U.K. construction companies have not been prepared to go to the lengths of some of their competitors to win business—with their reluctance to mount joint-venture operations uppermost in the critics' minds.

The record in this respect, however, is not a bad one, although the U.K. contractors and some other of their competitors are now being given a good lesson on the benefits of an integrated construction workforce by the South Koreans. There have been suggestions that the Koreans' activities could not possibly be profitable and that they see the Middle East simply as a useful way of deploying large numbers of people and bringing in foreign currency.

People closer to the Koreans' operations dismiss such speculation. They praise the level of expertise which the Asians are showing—now in high tech technology as well as more normal construction projects—and repudiate any suggestions that profits are not being made.

They have apparently made light work of the obstacles which any contractor faces in the Middle East and are lining themselves up for much more work in the future. These obstacles are fairly daunting, even to the most experienced contractor. Rigid contract conditions, fixed-price work and the number of bidders attached to the jumbo overseas contracts, which are not always easy to come by are often sufficient reason to dissuade would-be participants in the Middle East. The international insurance com-

construction rush from going of most of the region can represent major operational problems for the contractor.

The smaller-scale operator, in particular, is likely to find the air and sea links are in many cases being quickly improved, the risks too great, though many as are telephone communications, but organisational problems of a magnitude unknown in the developed nations are an issue, the enlistment of reliable on-site labour can prove extremely difficult.

The problems are plentiful. There is often silting and badly co-ordinated bureaucracy which can cause vital delays during the all-important mobilisation period—the profitability of contracts has been seriously undermined on a number of occasions in this way—and the Middle East client has a way of changing his mind about what it is he really wants as soon as work is well underway.

To assemble a suitable management team and labour force contracts, the difficulties can be greatly magnified.

He requires a management team with knowledge and experience of his new market and he may be forced to recruit from outside. The trouble is that with internal resources to call upon, he may have to hire something of an unknown quantity at a time when he requires people of the highest ability, capable of coping with the job and the local legislation, cultures and customs which surround it. With less financial flesh on him, the medium to small-sized contractor can have much less leeway for making mistakes.

M.C.

one policy and is insured in the international markets. While the workman's compensation, automobile and office premises insurance is organised in the domestic market.

At a time of weak premium rates it is not surprising that insurance brokers are considering ways to rationalise this type of operation. According to one broker the trick is to be economical in practice while at the same time provide the quality insurance required. That has become increasingly difficult.

It is customary for a U.K. broker to be competing against up to five international brokers. And this adds to the problem. In South Korea there are often ten local insurance companies competing for one job, and 20 international brokers working on the same case.

In these conditions brokers have found that the answer has been to specialise in certain areas such as South America.

Others are preferring to concentrate on offshore pipeline business in conjunction with their marine departments. Others who are persevering with traditional construction all risks business hope that new markets will be consolidated and developed through existing insurance business. For example, where a broker has handled the insurance for the construction of an oil refinery, he could cream off any business arising from improvement work.

The major constraint of further development of construction all risks insurance is the size of the risks. The claims experience is beginning to build up, but even so premium rates remain weak.

Traditional insurance business rates are under pressure as well, so the market has tended to contract for the ancillary types of insurance. U.K. insurance brokers themselves are keeping close control on their expense ratios during a time of currency movements, with a strong pound reducing earnings.

Given that background many insurance brokers are looking at this class of business carefully and are wondering whether it is worth the effort.

John Moore

Insurers grow wary

CONSTRUCTION ALL risks cover was only a gleam in the eye of many an insurance broker back in 1958. But with the emergence and development of Third World countries, and the growing ambitions of oil producing nations, brokers have found that there is a solid market for this type of insurance cover.

Since then two important factors have complicated the process. The "source" country (from where the insurance business emanates) in most cases insists that the insurance is placed locally.

But because the size of the risks have grown to such an enormous extent, the source country's capacity to carry this type of insurance is usually limited. For example 9-10ths of a £2bn. risk would have to be covered in the international insurance markets.

On the smaller type of risk of a few £100,000, the cover can be absorbed by the local market, and the business can often be conducted without recourse to a middle man, the insurance broker. If a broker is used on that size of business he will almost certainly be locally based.

So the international broker is committed to easing the larger, and superficially more

attractive business.

But that which glitters overseas is not necessarily gold. These have not been able to be sustained against the pressure of competition. The commission earned by those new to the market

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YET AGAIN—ANOTHER LARGE PROJECT FOR ENERGOPROJEKT

The leading Yugoslav construction company Energoprojekt of Belgrade, was recently awarded another large international contract. This time for the construction of the "Ministers Complex" in Kuwait. The investor is the Kuwaiti Government and the value of the contract is \$50,000,000. The contract was gained from an international tender in fierce competition with nine other contracting companies.

The Complex has two basements, ground floor and three floors. The office area is 150,000 sq m, and the garages and other premises occupy a total of 120,000 sq m. of space. The Complex will have the most up to date technical installations and equipment, including air-conditioning systems (cooling and heating), fire protection, security, close-circuit TV, lifts, escalators, a standby generating system and others. The works will be completed in 1,000 days. The ceremony of the commencement of work took place one month ago. The major works will be carried out by Energoprojekt as the main contractors, and a great number of leading world companies for electrical and mechanical services, as well as some local Kuwaiti companies will be involved as sub-contractors.

OTHER PROJECTS IN KUWAIT

Energoprojekt was in Kuwait as long ago as 1966. Since then the following projects have been completed:

- Centre for handicapped children in Kuwait.
- Pumping station for fertiliser factory in Shuaiba.
- Housing with 3,120 units in Mina Abdulla.

Energoprojekt enjoys a great reputation in Kuwait because all contracts were completed on time to the investors satisfaction.

INTERNATIONAL PROJECTS IN 1977

It should be noted that 1977 was a successful year for Energoprojekt. The following large projects have been completed or are nearly completed.

- Hydro power plant Kariba North in Zambia.
- Chira-Pura irrigation system in Peru. The largest in South America.
- Construction of 1,000 farms with two village administrative centres, 100 miles of roads, overhead lines, transformer stations, water supply, wells for irrigation and others in Garabulli, Libya.
- International Trade Fair in Lagos, Nigeria. The largest and the most attractive trade fair in Africa.
- New centre in Libreville, Gabon, which includes Conference hall, Banqueting hall and "Spectacle hall," with all the most up to date equipment.
- Juba Town project, the new administrative centre in South Sudan.

PROJECTS AT HOME

In addition to these international projects in Yugoslavia, the first phase of the building of a new, large TV Centre for the Radio-Television network of Belgrade, has been completed. The drilling of two parallel tunnels under Belgrade for a new railway system is nearly completed. Work is being carried out by very sophisticated machinery which drills the whole profile of the tunnel in one operation and simultaneously covers the walls with concrete sections, leaving behind the finished tunnel ready for the laying of the railway tracks. These machines will soon be employed in the work for Belgrade Metro underground system.

The total value of work undertaken by Energoprojekt in 1977 at home and abroad, exceeds £200m.

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OVERSEAS CONSTRUCTION VI

The need for labour

WINNING THE actual contract may be the first hurdle to be overcome by the building contractor seeking work abroad but very high on the list of difficulties which follow is the provision of an adequate labour force.

In the Middle East in particular labour shortages have once again become a constraint on the level of development made possible by oil revenues. There are two parts to the problem. First, the contractor needs to find skilled men to form the management team at the site. Second, he has to recruit the labourers themselves.

The first can often present little difficulty, at least as far as recruitment is concerned, to the big organisation. Temperatures of 130 degrees Fahrenheit or more notwithstanding, overseas work especially in the Middle East, does have one big attraction—the money that is available, together with low (or non-existent) taxation. Salaries can be two or three times higher than in the U.K., a strong draw at any time and especially so at the moment when the depressed state of the building industry means that top-notch jobs in this country are rarer than a few years ago.

Savings

The net result is that work overseas can present the individual with the opportunity to amass a capital sum of a size likely to be forever beyond his reach if he remained in Britain. On top of this, there is the challenge of the work itself—but the opportunity to be involved in really major projects and the lure of working overseas for its own sake, which can prove quite a potent force.

Thus, the large company at

least is unlikely to find obtaining skilled manpower for an overseas project too much of a problem. Within its ranks, it will almost certainly have people with the requisite skills who are willing, to say the least, to move overseas for a period.

Indeed, the difficulties which can arise come at the other end of the operation when the expatriate wants to come back home. The contractor's system must be flexible enough to allow his reinstatement when and if that becomes necessary.

For the smaller contractor, however, the assembly of the management team for an overseas project can be more of a headache. Where the company has a relatively low level of internal resources, it may be forced to recruit from outside in order to get the level of experience it needs without denuding its own basic operation. And that can be a risky business when the need is to have people you can trust implicitly in every way in charge of what may be made or break contract thousands of miles away from the domestic base and those people have to be unknowns. Indeed, such have been the difficulties encountered by some companies that there has been some movement away from recruitment of outsiders in favour of the elevation of people already within the company who may be relatively inexperienced but are at least already well established employees.

This can even prove advantageous. The members of a management team for an overseas contract need not only to be competent professionally in the same sense that they have to be for a domestic project, but they must be able to adapt to local customs and working con-

ditions. And that can be something far easier for a younger man to do than an older man.

Nonetheless, agencies which specialise in finding skilled labour for overseas work play an extremely important role.

With an estimated 250,000 people leaving Britain each year, most of them in the construction industry, the number of such agencies has been growing fast. Their clients include some of the largest contractors in the U.K. as well as the smaller concerns, and they have reported special problems at the moment in finding experienced senior staff for the relatively new offshore industry in particular.

Immigrants

The second part of the contractor's recruitment problem is to find his rank and file labour force. Here, the approach is multinational, with a workforce drawn from wherever it is available at reasonable cost. This might well be the country in which the project is underway, but in the Middle East, for example, considerable use is made of immigrant labour. And some contractors make a point of using only their fellow-nationals in the labour team.

The South Koreans exemplify this, with an Army-based approach to the problem which has allowed their construction industry to secure considerable success overseas. From the South Korean Army come some 4,000 skilled craftsmen a year, trained during their military service and offered the chance of an early discharge if they choose to work on a construction project abroad. Once abroad, conditions are much the same as in the Army, and the resulting team is highly disci-

plined and highly efficient. Other nations with relatively well developed construction industries such as Cyprus, Greece and India tend to import their own labour force into whatever part of the world they may have secured contracts.

Others again recruit where they can—India and Pakistan are among the favourites—using local agents to offer one or two year contracts and then shipping the men out to the site. With local labour often not available—indeed most Middle East contracts stipulate that the necessary labour is recruited from outside the country in which the project is sited, with the contractor taking full responsibility for the welfare of the men involved—the numbers involved can be substantial, running into two or more thousand people for just one contract.

Looking for just such a mass of people away from their own homes poses problems of its own, especially if the workforce is a mixture of peoples from different countries, each with their own dietary needs and other customs. The tendency is to establish labour camps close to the construction sites, providing sleeping quarters, canteens, medical facilities, and other basic amenities.

The camps are seldom of the shanty town variety associated with such great engineering projects of the past as the building of Britain's railways, where relatively scant regard had to be paid to the comfort of the navvies doing the manual work. Indeed, they may be of a permanent nature, to be used for other things once the original project is completed. Thus for example, the British Steel Corporation and Tarmac are currently involved, through a partnership with the Triad multi-

national conglomerate headed future economic growth and by Mr. Adnan Khashoggi, the change must be significant. The intention is to be able to forecast the balance of labour force to bring to some companies, notably those making largely prefabricated buildings which can be shipped out from the U.K. or elsewhere and need only final assembly on site. International competition for the supply of such factory-based housing is intense, but British companies have been scoring a reasonable amount of success here.

Requirement

Certainly it is a market which looks set to remain strong for some time to come as the pace of world development continues. Thus Saudi Arabia, for example, with a 4m. population, estimates that its current five-year plan will require up to 800,000 immigrant workers, half of whom to work in the construction industry. And in the United Arab Emirates, around half the 700,000 strong population is thought to be of Indian sub-continent or other immigrant origin.

The pressures such large influxes place on the host society, especially where that society is as conservative as in many Middle Eastern countries, are clearly considerable. Likewise, the implications for

David Walker

The advantages of the consortia

BRITISH construction companies with large interests in overseas markets have for some time been concerned at the risks involved in contracts requiring joint ventures or consortia. But new insurance cover being offered by the Export Credit Guarantee Department may go some way in solving this problem.

Although bigger contracts involving sums in excess of £30m. themselves present a considerable risk to a single company, the involvement of two or more contractors presents the additional problem of possible failure by one of the participants.

For this reason, ECGD has introduced a new scheme, aimed at encouraging British industry as a whole to bid for export projects of £50m. or more which involve a diversity of technical disciplines by providing substantial but limited cover against certain contingencies.

The construction industry is now studying the details of the new cover, and initial reaction is that it could be a useful if limited addition to the already wide range of ECGD's services. The overall aim of the so-called Joint and Several Facility, 14, is to enable estimated sums in the tender price to cover such contingencies to be replaced by a smaller and precise amount in the ECGD premium.

The facility has been framed in the most flexible way possible and can be adapted to meet the needs of both joint-venture and joint ventures. Multi-discipline contracts of £30m. and over will be eligible for consideration and cover will be offered on a selective basis for projects judged to be of exceptional national interest. Support will be given in respect of losses arising on any U.K. subcontract nominated by

the applicant, the value of which amounts to 5 per cent, or more of the total project value.

ECGD will indemnify the insured main contractor against unavoidable and irrecoverable cost over-runs incurred for reasons outside the insured contractors' control in connection with insured subcontractors in two sets of circumstances.

The first is in the event of default by an insured subcontractor which necessitates termination of his subcontract and completion of his work by a replacement subcontractor at a total cost exceeding the original subcontract price provided for in the tender.

The second is in the case of unallowable additional cost, incurred by the main contractor and attributable to an insured subcontractor but not recoverable from him by reason of limitations imposed in his contract, other than that arising from an event occurring in the buyer's country.

The amount of cover will be limited to 80 per cent of admissible losses with a maximum liability of 20 per cent of the total value of the project payable. The premium is payable in two tranches. The first, a non-refundable sum of £6,000 will be payable on the project being selected for further consideration and the second, amounting to two per cent of the total U.K. contract value of the project, will be payable on issue of cover.

The role of the Department of Trade in bringing about the introduction of the scheme and its continued involvement is underlined by the fact that application for cover should initially be made to the British Overseas Trade Board's Overseas Projects Group. This group will be responsible for initial selection of those projects deemed suitable for further consideration.

With the help of a consultant, final selection will be done by ECGD which, after consultation with relevant departments, will inform applicants whether and on what terms cover will be available. No standard policy document is available because each facility will have to be drafted individually.

However, it should be stressed that initially at least there will probably be very limited use of the joint and several scheme. There are within the construction industry relatively few contractors which are of the size and type which would qualify for cover and so far there is

no indication that ECGD has partnership deal in Saudi Arabia, while Costain, through Costain Blankenvoort is working on projects such as underground railway systems, for Jebel Ali industrial city and port example, in which the company is carrying out the civil engineering work may be involved in of an international consortium.

In Saudi Arabia Laing and Wimpey have reached an agreement with a local company and are handling more than £40m. worth of business, while Laing has joint venture work in Iran. These are only a few examples of the type of work which has attracted joint ventures.

Co-operation

One of the main reasons for co-operation of this kind remains the need for particular skills from companies which are experienced in working abroad. Also important is the reputation which a joint venture partner may have in a particular part of the world, and thirdly an element of risk spreading which is regarded as essential in some circumstances.

Another problem could arise through the inability of ECGD to include non-British companies in the cover, although the strength of the construction industry in the U.K. will provide a broad base from which a lead contractor can choose partners.

However, there is no doubt that the number of large contractors lending themselves to joint ventures or consortia is increasing, and there have been a number of notable link-ups between British companies, particularly in the Middle East.

In Dubai Taylor Woodrow and Costain are co-operating in the extension of Port Rashid in a £120m. contract, as well as on the £162m. dry dock complex. Taylor Woodrow also has a

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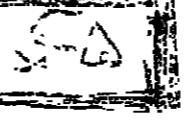
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OVERSEAS CONSTRUCTION VII

Building material markets

THE PROLONGED recession in were not to see their markets earlier. More significantly, 54 Portland Cement and Tarmac joint ventures overseas via its pickings to be found. Thus the

level of construction disappear.

Pointing out that in only 12 years of building materials and years of the U.K.'s share of the opponents hard. But among German import market had dropped from around 60 per cent to 45 per cent, he stressed acute as might have been expected. For the last few years have seen a steady extension of their involvement overseas, and one key result for companies concerned has in the ability to offset to some extent downturns in one market with increased activity elsewhere.

To a considerable extent, the success here has been manufacture overseas; the basic usage for the companies has been the same—to sell road you need to make road.

Building materials by their nature are relatively hard to import. The wealth of different regional building lies in the U.K. and in other countries, now, unfortunately, it disappears as the demand of so much modern architecture combines with the economies of scale of modern material production to produce bland uniformity, is one result of this. Transport costs shift large quantities of me or bricks any distance are prohibitive enough to prevent that being done within an individual country; to-day they main high enough compared with the basic value of the projects being transported to make sea-frontier movements unsatisfactory if local manufacture possible instead.

The problem was well mimed up by London Brick, which two years ago produced figures showing that in one case there a price had been given for delivery to Riyadh in Saudi Arabia, the transport charge worked out at 41p a brick, 21 times the ex-works price of the bricks themselves.

Thriving

This is not to underplay the importance of direct exports.

Here is a thriving world trade such basic items as cement,

brick consumption of which has more than quadrupled in the last 20 years to reach some 60m. tons a year, around 36m. 40m. tons of it shipped from a country to another despite being a bulky and expensive cargo to send by sea. And Britain has scored considerable success in the export of building materials, with a business which continued to 2800m. in 1976, 22 per cent up in volume terms in 1975, and is thought to have improved again last year despite obvious shortfalls.

Both deliveries and service we come in for criticism as unreliable, most recently from West German construction peri.

Dr. Wilhelm Maier, head of the purchasing department of Philipp Holzmann of Frankfurt. He told a recent conference on the expansion of exports that, although British products were first class, importers needed to pay more attention to other things if they

per cent of group profits came from overseas companies.

At the same time, direct exports from the U.K. amounted to £23.4m., with two major contracts gained during the year for the supply of bulk cement to Nigeria and Venezuela— which could earn up to £100m. in foreign exchange for this country by 1980.

Revival

These two contracts, the largest ever won by a British cement company, marked another stage in the revival of the group's cement export business which, after languishing at a low level for nearly 20 years (in the words of APCM's last annual report), have increased enormously in the past four or five years as the level of building activity in the Middle East and other oil producing areas has outstripped the ability of domestic industries to maintain an adequate supply.

APCM is far from alone in the volume of its turnover derived from overseas. Armitage Shanks obtains about a third of its business from abroad; BPB Industries much the same, Marley and Foseco Minsep's Fosroc division around 40 per cent; Pilkington Brothers, Ready Mixed Concrete and Redland around half, and Rugby

Brick holding a 20 per cent stake.

The project, like many other overseas operations by U.K. building material companies, is a joint venture, in this case through the Iranian public joint stock company, Tehran London Brick, backed by a long term loan from an Iranian state bank, with London Brick holding a 20 per cent stake.

The successful organization

of the project has brought the company inquiries for further plants in Iran, and it is now turning its sights to other developing countries in which it might be able to help modernise existing brick industries and thus sell both its skills and machinery.

Away from bricks, London

Brick is also active in other groups, too, there can be rich

problems, as Rugby Portland Cement, for example, found in Trinidad. Its company there, one of its two overseas subsidiaries, was nationalised after seven years in which virtually no price rises were allowed by the Government. And it is clear that in a sector so basic to the creation of an industrial infrastructure as building materials, Government regulation, at the least, is always a likelihood—another factor working toward the creation of joint ventures rather than wholly owned subsidiaries.

Overall, however, few building material companies which have opted to set up operations overseas have regretted it. And for many it has been an essential factor in helping to mitigate the effects of the prolonged recession at home.

David Walker

Boundless openings in Latin America

THE AMOUNT of work that with Mexico City ending the construction industry should be facing in Latin America is

large enough to satisfy the demands of the most ambitious of builders. The bursting cities of the region need tens of millions of new houses and the services to cater for the stream of new inhabitants they are constantly attempting to accommodate. In the countryside there

is scope for many times the number of major public works now being built, though these

are among the world's most ambitious. In a word, it should be the construction man's

dream.

The increase in the population of the region to be very great and the growth of the cities even greater. During the 1970s, seven cities, Buenos Aires, Rio

de Janeiro, Sao Paulo, Santiago

and Mexico City, Lima-Callao

and the countryside. The land fit

for economic exploitation in the region is put at some 1bn.

of more than one million hectares of which nearly 1bn.

are forested and the rest suitable for agriculture.

So little of that potential has been put to work that only about a third of cultivable land has in fact been cultivated and only a tiny fraction of that is under irrigation. The task of bringing that land into use is another big challenge to the industry.

Scheme

It is not without significance

that the largest civil works project under way in the world is

sited in Latin America.

The construction industry is

whether the governments of the region

will begin pursuing policies

which enable the populations of

the cities to afford a proper

root over their heads and

whether steps are taken to

realise the potential of the

Latin American agricultural

sector.

If the principal governments

of the region continue policies

in force at the moment which

concentrate economic assets in

the hands of a small minority of

the population and which re-

move from the poorer sectors of

the population the opportunity

of purchasing a house

then Latin America is likely

to stay with its present shortage

of 15 to 20m. houses. In the

same way, unless the region's

governments put greater

emphasis on agricultural pro-

duction and on wider ownership

of the land, there is little like-

hood that the large amount of

usable land in the region will

be brought into production.

Hugh O'Shaughnessy

CITIES WITH OVER 1m. INHABITANTS BY 1930

Country and city	Projected absolute increase ('000)			
	1950	1970	1980	1970-80
Argentina				
Buenos Aires	4,722	8,353	10,240	1,587
Cordoba	370	791	1,011	220
Brazil				
Bel Horizonte	400	1,505	2,279	974
Brasilia	0	538	1,082	544
Curitiba	137	547	1,093	446
Fortaleza	231	564	1,310	746
Porto Alegre	454	1,409	2,123	724
Recife	647	1,530	2,307	677
Rio de Janeiro	3,844	6,847	9,619	2,772
Salvador (Bahia)	396	1,087	1,563	486
Sao Paulo	2,336	7,836	12,273	4,435
Chile				
Santiago	1,250	2,850	3,902	1,052
Mexico				
Guadalajara	481	1,443	2,321	986
Mexico City	3,419	8,605	12,625	5,020
Monterrey	411	1,167	1,883	716
Puebla	696	990	1,394	304
Peru				
Lima-Callao	1,229	3,318	4,678	1,351
Venezuela				
Caracas	696	2,058	3,208	1,150
Maracaibo	252	682	1,037	385

*Projected increase between 1970-80 is greater than actual population in 1950.

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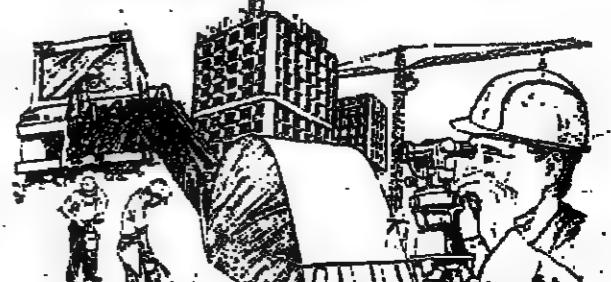
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OVERSEAS CONSTRUCTION VIII

Signs of disquiet in the U.S.

THE U.S. construction industry, after 18 good months, is now some comfort to the U.S. heavy U.S. company won no new doing business in such countries credit was limited, and the IRS Americans are "too expensive preoccupied with problems engineering or construction construction industry, which is profoundly dissatisfied with the tracts in Iran in 1977.

At home the housing industry had an extremely good year in 1977 although it must be remembered that its recovery began from a particularly low base. However, a combination of rising interest rates and the weather have put something of a crimp in industry figures since the start of the year and the indications are that housing will have a less buoyant year in 1978 than it had last year.

Many analysts have been surprised by the fact that the "boom" in new housing has lasted for as long as it has. This boom has in turn made a considerable difference to companies like Sears Roebuck, the world's largest department store chain, which also had a very good year in 1977.

Rising interest rate levels have led at least one analyst to talk of a 10 per cent mortgage rate by the end of this year, although such a figure is probably unnecessarily alarmist. In any event the increase in the supply of new homes has done nothing to reduce prices and the Carter Administration is currently working on a scheme to reduce the mortgage repayment burden in the first years after a house has been bought to try to make it easier for middle income couples to buy houses.

In some cities the past year has also seen a surge in office building. Washington, in particular, is now in the middle of an explosion of office construction, partly because of the new underground which has now begun to operate. San Francisco's centre also benefited from that city's rapid transition system a few years ago.

But in Atlanta, long regarded as among the "brightest" construction prospects in the country, the owners of one giant hotel, office and exhibition centre complex have run into serious financial trouble which has in turn affected several of the city's banks. And in Florida, which suffered from a severe bout of over-building in the first few years of this decade, analysts say things have only really begun to "straighten out" in the past few months.

Even in the "sunbelt," the central southern section of the country which has been growing furiously these past seven years, there appears to be something of a slowdown in places like Phoenix, Arizona. On the other hand, Houston, which adds 1,000 people a week to its population, is still one of the most dynamic growth centres in the U.S.

Since then, Nigerian oil revenues have been hit by the world decline in demand combined with the rise in alternative sources of light crudes of the kind produced in the Nigerian oil fields. One of these alternatives is the North Sea.

Emergence of new resources, combined with drastic measures taken in the United States to cut oil imports has forced Nigeria to accept a cutback imposed by OPEC. Production has been cut to under two million barrels a day. By the end of this year it may drop as low as 1.6m. barrels.

This means a drastic reduction in revenue for the Federal Government at a time when its commitments are expanding fast. Nigeria stands in great need of basic services such as roads, water supply and drainage, reliable power supply for new industries, air and sea port development and modern telecommunications. But like many countries with industrial ambitions, it is having to cut its coat according to its cloth. The cloth is getting noticeably thinner.

Priorities in government activities are being reordered that it is too early to chart so that the available financial reliable trend for plant and resources can be concentrated on essentials. It was made many of them have a "gut" known in Lagos at the beginning that many companies of this year that the may be close to deciding to Government had virtually undertaken modest expansion, an stopped awarding contracts expansion which many of them unless of the highest priority, apparently feel they can delay. There are now signs that the growth will slow down some.

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COMPANY NEWS + COMMENT

Rolls-Royce Motors up to a record £11m.

AFTER RISING from £5m. to £5.6m. in the first 24 weeks, pre-tax profits of Rolls-Royce Motors Holdings finished 1977 ahead from £5.6m. to a record £11m. on turnover of £121.9m. compared with £104.5m.

Basic earnings are shown at 10.37p (6.79p) per 25p share and fully diluted at 9.75p. The final dividend is 4.375p per share, 4.207p (3.883p) total.

HIGHLIGHTS

Rolls-Royce has pushed pre-tax profits some 26 per cent higher although part of this reflects the run-down of stocks. With the publication of the Barclays Bank annual report Lex discusses the wider aspects of bank disclosure and the possibility of the Leach-Lawson accounting rules being dropped. The column also concentrates on the currency movements yesterday and the stock market implications. A strong all-round performance at Dawnay Day has almost taken half-time profits to the level achieved in the whole of the previous year. Parker Timber gained volume growth, but higher costs left profits lower by more than 20 per cent while Cement Roadstone has substantially increased its dividend on the back of a 26 per cent profits gain.

	1977	1976
Turnover	£121.9m	£104.5m
Trading profit	£11.0m	£5.6m
Loan stock interest	£1.45	£1.12
Pre-tax profits	£4.375p	£6.79p
U.K. tax	£4.097	£2.938
Foreign tax	£1.620	£1.258
Net profit	£3.768	£4.358
Exchange losses	£1.000	£1.000
Dividends and credits	£1.000	£1.000
To shareholders	£1.125	£1.125
Interim dividend	£0.675	£0.625
Retained (recommended)	£3.325	£3.325

Direct exports from the U.K. of all products amounted to £45.23m. (£39.62m.) but group turnover in countries outside the U.K. rose from £50.86m. to £55.95m.

Contrary to previous practice the directors have decided, in accordance with ED 21 to remove exchange gains and losses on the translation of net current assets of foreign subsidiaries into sterling from trading profit and to show them instead as a special item. Comparative have been adjusted.

Mr J. Fraser, the chairman, says the company is investing for growth and the prospects are exciting. Demand for the major product lines is good and 1978 has started with a strong momentum. Expansion programmes initiated in the last three years are starting to bring in the new capacity which will enable the company to meet market demand at a much higher level.

Qualified success

Any constraints are likely to come from the ability to manufacture in the right quantity and at growing rhythms of output, which in turn depends on suppliers sending the right components at the right time. Industrial relations throughout the automotive sector are thus of critical importance.

The year 1977 was one of only qualified success. Production, particularly of cars, was held back by manufacturing problems associated with model changes and this was compounded, later in the year, by labour dispute both in the company's own factories and those of many of its suppliers. As a consequence the opportunity for a useful leap forward was missed. However, thanks to able marketing and rigorous cost control, part of the damage was made good.

The year began with the introduction of the Silver Shadow II and its related long wheelbase version Silver Wraith II. The circulated to members.

Advance by Merchants Trust

GROSS REVENUE for the year to January 31, 1978 of £12.5m. increased from £2.15m. in 1977, and revenue before tax advanced from £1.95m. to £2.25m.

Earnings are shown to be ahead from 2.25p to 2.65p net per 25p share and the dividend is raised from 2.25p to 2.6p net with a final of 1.6p.

At the year end total net assets stood at £45.32m. (£41.85m.) including 100 per cent of the investment dollar premium — £3.04m. (£3.99m.).

Assets attributable to Ordinary stock (after deducting prior charges at nominal value) were £42.36m. (£38.29m.) equivalent to 84p (77p) per share.

The number of Ordinary units in issue was increased in August 1977 from 49,680,700 to 50,401,304 as a result of the conversion of £465,753 Loan Stock.

At January 31, 1978 the portfolio was invested as to 62.4 per cent in the U.K. 27.7 per cent in the U.S. and 9.9 per cent elsewhere overseas.

Glendevon Inv. sees fall in earnings

Glendevon Investment Trust lifted revenue from £102,886 to £140,714 for the six months to

January 31, 1978 subject to tax of 56.49p compared with 54.38p, but the directors are forecasting a drop in earnings from 2p to 1.2p per share for the 1978 year.

An interim dividend of 0.755p (7.5p) net has already been announced. The total for 1976-77 was 1.65p and pre-tax revenue came to £257,000.

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Barclays looks to industry for action

LOWER interest rates seem to have reaped the benefit of the latter half of 1977, with substantial capital spending on automation for Barclays Bank hope capital spending on automation, to provide an incentive for industry such as Barclaybank, and to consider if the climate is now realising the potential benefits of propositions for both long-term arising from electronic funds capital investment and transmission systems.

Mr. Bevan stresses that any review of the group's alteration to the branch network division's operations will be implemented over a period of years and the directors do not say Bank U.K. Management, there was relatively little contemplation closing one-fifth of the branches, as some people had and for new advances last suggested.

and thus lending last year was generally static, showing a modest increase in the term. The directors' priority was to provide assistance to industry but the prior and utilization of the facilities marked for industrial customers remained at around 50 per cent, compared with a level of 64 per cent in 1974, he reports.

However, there was a growing need for medium-term lending in appropriate cases, to try market rates rather than conventional base rates.

area where the lending is marked and their use did and was in the agricultural sector. Here the facilities available at December 31 approached

minimising the previous year's own the rate of new provisions declined and the property or is now less worrying, he says.

As drop in the base rate from 6 per cent to 6 per cent during had an adverse effect on the bank's profits during the year, and the directors' rate of 5 per cent for the last four years was too late to make much effect. Even so, profits of the group as a whole were £1.3m.

Under the Hyde Guidelines for inflation accounting profit would have been reduced by £17m. The division is lifted to £11.25m (£2.65m per £1 above including an additional £0.025m in respect of 1976.

At year end deposits and customers' current accounts were higher at £12.85m (£17.25m) and advances and other accounts at £4.88m (£12.72m).

Cash and short-term funds stood at £2.17m (£2.51m) and working capital was up £11.62m (£1.19m).

Under the Hyde Guidelines for inflation accounting profit would have been reduced by £17m.

There was one supporting creditor, Mr. B. F. T. Williams, who said that most of the company's assets had been sold but with an estimated deficit of £1m for unsecured creditors.

Profit of the international group was ahead from £2.16m to £2.32m.

Deposits and customers' current accounts amounted to £10.35m.

As part of this reappraisal he

loss but sees Clydesdale Bank up £3.24m. to £14m.

in 1978-79

£1.5m profit of Clydesdale

is a wholly owned subsidiary

Midland Bank, rose from £1m to £14.05m for 1977, and

£1.5m profit of £7.76m against

£1.5m net profit achieved as

£2m, compared with £4.7m in

the division is lifted to £1.206

£m (19.35 per cent) for the

year, with a 12.20 per cent final

dividend, absorb £1.73m (£2.4m) and there is a retained

£1m of £4.95m (£2.5m). Shareholders' funds totalled £52.25m (£3.34m) as at December 31,

1977.

Mr. Philip Shabourne, the chairman of Drayton Commercial Investment Company, tells shareholders in his annual statement that 1977 was a difficult year for many UK companies with overseas operations as a result of the strong performance of sterling in relation to other major currencies. Its effect on Drayton, he says, was to cause a partial reduction in turnover, and a reduction in the value of overseas earnings and assets in terms of sterling. And the order was made by Mr. Slade on petition by his company's solicitors, Abur, in the level of the investment

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Barclays 1977

Satisfactory profit progress in an unsettled world.

The Annual General Meeting of Barclays Bank Limited will be held in London on April 5, 1978. The following are extracts from the address to the Shareholders by the Chairman, Mr Anthony Tuke, for the year 1977.

Our profits, of £267.6 million, are satisfactory with nearly half arising from our international business. These profits will probably be criticised by some people but it is right to point out that they provide a return after tax and minorities of 2.7 per cent on our capital and reserves - not out of the way in a comparatively prosperous free economy or when measured against the results achieved in other sectors of industry and commerce.

In line with the majority of the larger banks in the world, we have moved ahead on the international side and this has helped to offset the recent fall in the profitability of our branch banking business in this country which, in 1973, provided about 68 per cent of our total profits. The figure is now nearer 40 per cent and the main reason for this reduction is that, during the last five years, the commissions which we have been able to obtain on day-to-day domestic banking transactions have consistently fallen short of their cost. Until recently, the full effect has been masked by exceptionally high rates of interest which may not be seen again for many years. On the other side of the coin, one must bear in mind that conditions which work against the branch banking network favour Mercantile Credit and Barclaycard; both benefit from a fall in interest rates and have produced excellent results.

United Kingdom

In the United Kingdom the outstanding feature of the economic background over the past year has been the dramatic, indeed unprecedented, improvement in the country's finances. The recovery in sterling and the associated fall in interest rates are attributable primarily to the tighter control exercised over government spending and its close relation, the money supply. Without this, the contribution to our balance of payments made by North Sea oil, like that of North Sea gas in recent years, would have generated little confidence in sterling and the pound would also have gained relatively little from the weakness of the dollar. A price has obviously to be paid for stricter financial discipline. With the world economy offering little stimulus, the tightening of fiscal and monetary policies has had an adverse effect, for the moment at least, on United Kingdom private sector activity as a whole. This has been reflected in a quiet demand for finance by the company sector, where advances remained static in 1977 when adjusted for the increase in prices.

North Sea oil is now giving the country much needed room for manoeuvre but is also provoking considerable argument as to how this should be used.

We probably all agree that priority should be given to improving Britain's productivity and increasing our foreign earning power. In particular, what business desperately needs is a long period of confidence, and this can come only from steady and sympathetic government policies.

Exchange Control

There is now an opportunity to exploit Britain's skills in foreign investment by a measured loosening of exchange control. The Government's reluctance to take more than small steps in this direction is said to be due to fears that last year's capital inflow might just as quickly give way to an outflow and that the investment of British savings overseas would divert finance from British industry and British jobs. The first of these fears need not materialise if, now that the bailiffs have retreated, public spending and monetary policy are kept under firm control. The second reflects a fallacy. If the exchange rate is supported, the purchase of foreign currency by British investors provides the Exchequer with sterling, so that correspondingly fewer gilt-edged securities need be sold by the authorities. The supply of funds to British industry would then be unaffected by the relaxation of exchange control, which would impinge only on the level of our foreign currency reserves. Alternatively, if loosening exchange control reduced the exchange rate, the effect would be to check the overall outflow of sterling. In either case, home investment and employment need not suffer at all.

The prohibition on the financing by Britain, in sterling, of international trade between other countries is particularly unjustified, especially as the main cost of removing it would be of a once and for all nature. The improvement last year in sterling, in which the Bank's equity capital is denominated, has given British banks a firmer base on which to exploit opportunities in the international banking business that would help to support the country's overseas income when the tide of oil recedes.

Industrial Change

Bankers have seen many changes in the structure of British industry and it does not seem possible to prescribe now just what that structure should be in ten or fifteen years' time. We should certainly use the opportunity provided by North Sea oil to make the economy more adaptable, especially to the changes taking place in the outside world. The less developed countries are acquiring the skills of the more advanced economies so that the problems of the cotton textile industry yesterday may become those of, say, the engineering industry tomorrow. Such changes are inevitable and indeed essential for the progress of peoples poorer than ourselves. We should react to them, not by propping up old industries according to some preconceived plan, but by fostering change in our own economy in the direction of innovation and enterprise, wherever it may lead. In the short run we may well meet difficulties but, nevertheless, this seems to me to be the only road to sustained national prosperity.

Lifeboat

What is now called the 'lifeboat' operation, namely the decision of the Bank of England to ask the Clearing Banks to recycle deposits to a number of secondary banks, has now been under way for four years and it is appropriate to review what has happened. When, at the end of 1973, we discussed this rescue operation with the Governor, no-one was really sure of the amount of money that would be involved or the time it would take for confidence to return. In our case, we have recycled an average of £240 million per annum and we have taken a turn on that money. Of the twenty-six passengers who were at one time in the lifeboat, those who have reached or will reach the shore have provided us with a profit whilst losses will result from those who have sunk, e.g. are now in receivership. One might have hoped that the two would balance out but to date this has not happened, principally because we have been able to take into profits only that part of the interest due to us which has been paid. Thus, as unpaid interest accumulates and passengers in the lifeboat neither sink nor swim ashore, the operation becomes more expensive to finance.

It is obviously very difficult to contemplate what would have happened, particularly at a time when sterling was weak, had this rescue operation not been mounted but even with the benefit of all the hindsight that is now available, there is no doubt that the action taken by the Bank of England and supported by the Clearing Banks was fully justified in that a situation which could easily have developed into a major disaster for the City of London was handled with relatively little difficulty.

International

Barclays Bank International has had a very satisfactory year with profits before tax at £113 million. Five years ago, just before BBI - formerly Barclays DCO - took over the foreign branches of Barclays Bank Limited, its profits were £34.5 million whereas five years before that, in pre-disclosure days, profits were about £7.5 million. BBI Group deposits in the last decade have risen from some £1,278 million in 1967 to £10,355 million, and the whole character of the Bank has changed. In 1967, we were trading in 41 countries of which 34 were either in Africa or the Caribbean; today, we are represented in over 70 countries with a much more even distribution throughout the world. A widely spread branch network has been transformed into a more modern international bank with a number of subsidiary and associated companies. In some cases, as in Nigeria, Malta and Trinidad, the Group now has a minority holding. We have also been involved in the Eurocurrency market almost since its inception; this has become an important part of our business, and we constantly monitor our exposure in that market country by country.

The increase in our profits overseas has taken place against a background of disappointing world economic activity; the rate of growth in world output and trade has again been less than what would once have been regarded as normal. In 1978, little improvement seems likely; general business conditions in the European Community and in Japan should become a little more buoyant, but the common expectation is that there will be some slowing down of expansion in the United States. Despite the fall in world commodity prices over the past year, which poses serious problems for the commodity producers of the less developed world, inflation remains almost everywhere a stubborn obstacle to the faster economic growth and the rise in employment that we should all like to see.

South Africa

Banking on an international scale brings its own problems for, as all foreign investors know, politics and nationalism are rarely on our side. We realise that when we invest in a country we must accept the laws of that country; it is not our business to seek to overthrow legally constituted governments though we should do all we can to influence opinion, especially through our policy towards our own staff. South Africa is an obvious example.

We have been criticised by a small minority of stockholders on two main counts. First, is our policy with regard to the employment of our non-European staff fair? Are they given a proper chance of promotion and equal opportunities in their jobs? We are confident that we have no difficulty whatever in assuring our stockholders on this score. No member of the staff is paid less than the so-called Minimum Effective Level - that is Poverty Datum Line +50 per cent - and this has been our policy for many years, ever since this particular form of measurement was invented. All clerical staff, irrespective of race, are paid on the same basis and enjoy the same benefits; we are told, nevertheless, that there is too small a proportion of non-European staff in the more senior jobs. On the face of it, this is true but, accepting the constraints imposed by local conditions, it is only in recent years that the employment of non-Europeans in clerical jobs has become feasible and there are very few cases anywhere in the world - including this country - where a member of the staff reaches managerial grades in less than, say, ten years. The total of 53 non-European clerical staff employed in 1967 had grown to 1,912 by the end of 1977 and, in addition, we employ 2,102 people in non-clerical jobs. There is still a long way to go, but we are moving in the right direction.

The other and more basic criticism applies to all the seven hundred or so foreign investors in South Africa: should those of us who dislike the apartheid policy of the South African Government vote with our feet and sell our investments? We cannot believe that the under-privileged majority can possibly be helped by withdrawal of foreign investment; far from it - attitudes would harden, and there is not the slightest chance that our withdrawal or that of other investors would bring about some miraculous crumbling of the pillars of apartheid. The only real hope of a more tolerant society lies in all of us soldiering on, though one cannot deny that the events of the last six months have made a dent in this policy. But there are very many white people in South Africa who are working for change, and withdrawal of foreign investment would be a severe blow to their hopes. This applies equally to the great majority of Africans, although one must exclude the more extreme fringe elements who feel that there is bound to be a holocaust and would prefer it to come sooner rather than later. Our policy, therefore, is to stay in South Africa and use all the influence we have to try to bring about a happier and fairer society. We firmly believe that this policy is supported by the vast majority of our stockholders.

Staff

"The ability to deal with people is as purchasable a commodity as sugar or coffee and I pay more for that ability than for any other under the sun." This was said some fifty or so years ago by John D. Rockefeller and is as true today as it was then. In Barclays, we believe we already have an adequate supply of this vital commodity but whether we are paying enough for it is another matter which is, in this country at least, beyond our control at the moment. The ability of our staff at all levels to deal with people - and this includes both their colleagues and members of the public, be they from Norwich, Nairobi or New York - is of paramount importance to the Bank and its stockholders. A few years ago, we ran a successful advertisement which said that money was our business; this is still true, not least its quick and efficient transmission throughout the world. But we can equally say that people are our business, and the health and the prosperity of the Bank depends on them.

Anthony Tuke

Anthony Tuke, Chairman of Barclays Bank Limited.

BARCLAYS



REGISTERED OFFICE: 54 LOMBARD STREET,
LONDON EC3P 3AH. REG. NO. 48839.

THE FINANCIAL AND COMPANY NEWS

STRALASIAN NEWS

URNS Philip ahead so far

JAMES FORTH

URN Philip, the widely diversified industrial group, saw group earnings 10 per cent. in the December half year. In the consolidation, 100 per cent. of losses in its finance arm and its electrical and cost were taken into account, but only 25.5 per cent. of the out at \$A5.1m. (some company's net profit). The Robe (m.) compared with stake added \$A75.2m. to Burns m. in the first half of Philip group earnings and raised 7.5m.

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ings 47 per cent. from \$A2m. to \$A1.85m. as reported in the Financial Times on Saturday.

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Group sales increased from \$A220m. to \$A246m. (around \$US277m.), indicating that without the Robe contribution, revenue was virtually static.

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Advance forecast by AWA

OUR OWN CORRESPONDENT

LGAMATED Wireless (Aus) unlike 1976-77, no dividend was paid, the major locally-owned electronics and electricals joint venture in colour television, AWA-Thorn. Last year ended in the December half year, a marginal increase in sales. Sales rose only 1.8 per cent. from \$A2.5m. to \$A2.92m. (SUS\$3.2m.).

An interim dividend is indicated from 5.25 cents a share per cent. It is the fourth consecutive increase and Board said that it expressed confidence in the continuing progress of the company.

However, the directors expressed concern about profit margins being eroded by pressure from increasingly competitive conditions which developed during the last quarter. The poor results in the Victorian power strike late last year affected operations, but offset by increased profits in AWA's other activities, directors expected this trend to continue and forecast a higher profit for the full year, although, The directors expect a higher

result for the full year. Meanwhile, the interim dividend is held at 3.25 cents a share.

H. C. Sleigh buys stake in Goliath

H. C. SLEIGH has acquired a 3.2m. share holding in Tasmanian cement maker, Goliath Cement Holdings, equal to 15 per cent. of Goliath's issued capital, Reuter reports from Melbourne.

Sleigh said it bought the shares as a long-term investment and will not buy further shares in the company.

Goliath earned \$A2.35m. after tax in its last full trading year to the end of June 1977 and paid 7.5 cents on its 50 cent per share.

Arnott's pays more as earnings rise

By Our Own Correspondent

SYDNEY, March 13.

ARNOTT'S, the biscuit maker, has lifted its interim dividend after a 10.3 per cent. lift in profits for the December half year. Group profit rose from \$A4.49m. to \$A4.95m. after an 11 per cent. increase in sales from \$A10.6m. to \$A11.8m.

The interim dividend is up from 4 cents a share to 4.5 cents. The higher profit was achieved despite a fire in the company's snack food factory in Sydney, which caused a loss of sales and the now recurring costs associated with Arnott's entry into the pet food market.

Arnott's bought into the pet food market with the Spillers group of the UK. The joint venture bought the pet food division of Marrickville Holdings.

Nylex regains more ground

NYLEX Corporation, the major plastics synthetic fabrics and cables group, continued its recovery in 1977, increasing group profit from \$A880,000 to \$A2.4m., writes James Forth from Sydney.

The directors have declared a final dividend of 2.5 cents, which together with the interim of 1 cent—the first payment for two and a half years—makes a total for the year of 3.5 cents. It is covered by earnings of 8.94 cents a share compared with 3.03 cents in 1976.

Nylex earned a peak profit of \$A3.8m. in 1973, but earnings then declined until 1975, when a group loss of \$A1.3m. was incurred. Since then Nylex has been on the recovery trail.

The directors said that the improved performance resulted from the continued benefit from rationalisation measures achieved in the face of significant and costly disruptions caused by the Victorian power strike late last year.

The major improvement lay in turn around by the Nylex operating company, which contributed about one third of the group profits compared with a loss in the previous year.

In South-East Asia the Singapore plant was being closed and the operations integrated with the existing plant at Kuala Lumpur with a consequential increase in Nylex's equity from 50 per cent. to 60 per cent.

Net profits of Privatbank Verwaltungsgesellschaft, of Zurich, dropped by 8.4 per cent. last year to Sw.Frs.2.6m. (\$1.36m.). The bank's balance-sheet total declined from Sw.Frs.172.4m. to Sw.Frs.139m. An unchanged dividend of Sw.Frs.140 is recommended by the Board, and a transfer to published reserves of Sw.Frs.1.1m. (Sw.Frs.1.25m.).

The performance is mainly attributed to the parent company, which is involved in the manufacture of hard rubber and rubber products for mining, and industry uses, and which benefited by the brisk pace of the tin mining industry.

The company's Singapore subsidiary, Linatex, suffered a loss of 13.88m. ringgit, compared to a small profit in the previous year, despite a 13 per cent. rise in sales.

A dividend of 24 per cent. is being declared for the year, compared to 20 per cent. previously.

The company said that its sales for the first three months of the current financial year were ahead of last year's figures, but added that it was too early to predict the results, as much would depend on mining activities overseas.

ARKER TIMBER GROUP LIMITED

Interim Results (Unaudited)

At a Board Meeting of PARKER TIMBER GROUP LIMITED held today (13th March), the following Interim Report was approved:

	Six months to	
30.9.77	30.9.76	
£'000	£'000	
Turnover	22.741	20.114
Trading profit	1.837	2.104
Depreciation	(212)	(272)
Interest	(160)	(98)
Profit before tax	1.683	1.743
Profit after tax	653	837

The softwood operations have been influenced by the continuing recession in the construction industry, although turnover continues to be satisfactory. By contrast, Parker Timber Plywood is enjoying a high level of business and Parker International a period of strong demand, both with correspondingly improved profitability.

PAN HOLDING S.A.

LUXEMBOURG

At its meeting of 3rd March, 1978, the Board of Directors finalised the accounts for the financial year 1977.

The accounts show a net profit of \$US4.135,883.03, including a net gain realised on sales of securities of \$US3.014,615.98.

The Board decided to propose to the Ordinary General Meeting to be held on 20th May, 1978, the distribution of a dividend of \$US2.35 (two dollars thirty-five cents) per share of \$US10 par value outstanding on 30th June, 1978, for the year 1977, as compared to \$US2.25 for the preceding year.

This dividend is free of withholding tax in Luxembourg and will be payable as from 3rd July, 1978.

The Company's consolidated net asset value per share as of 31st December, 1977, amounted to \$US110.85, as compared to \$US107.47 as of 31st December, 1976, i.e. an increase of 2.99% or of 5.08% if the dividend of \$US2.25 is taken into account. The Company's consolidated net asset value as of 31st December, 1977, amounted to \$US10.09 per share.

As of 26th February, 1978, the unconsolidated net asset value amounted to \$US105.40 per share and the consolidated net asset value amounted to \$US117.55 per share.

This dividend is free of withholding tax in Luxembourg and will be payable as from 3rd July, 1978.

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INTERNATIONAL FINANCIAL AND COMPANY NEWS

ROYAL SCHOLTEL-HONIG

A merger that turned sour

THE STORY of the financially-troubled Royal Scholten-Honig division (RSH), the Dutch starch and pants, Suikerine, has expressed an interest in RSH's liquid foodstuffs group, is a tale of over-ambition.

The company, which was formed in 1965 from a merger of the Scholten and Honig concerns, was bought from the devotees of the two companies' interests. But while Honig's grocery products made profits, Scholten's starch activities moved deeper into the red.

A bid for Holland's second largest sugar beet processor, Centrale Suiker Maatschappij (CSM), was meant to complete the starch products division. The bid failed and RSH was left holding a 40 per cent stake in CSM. The final straw leading to the company's financial downfall was an ambitious plan to start large-scale production of Isomericose, a maize-based sweetener. Construction delays pushed up costs, while changes in EEC regulations have meant that RSH has been left with too much capacity. It is now looking for a buyer to its Tilburg factory in the RSH.

Meanwhile, RSH has now been granted a moratorium on its credit until September, while "break-up" talks continue with firms in and outside Holland. Negotiations are in an advanced stage for the Weissenfels foundry to take over RSH's wheel starch activities. If the Aboe co-operative to take over the starch division and for two merged companies

Writing from Amsterdam. CHARLES BATELOR file in the details of the financial decline of one of the major food and starch companies in the Netherlands

compared to the Fis.164 reached at the time of the merger in the mid-sixties.

This partnership was derailed with disagreements from the beginning. Differences between the Scholten and Honig men in the managing Board meant an outsider, Dr. Wiel Hoefnagel, a former official at the Finance Ministry, had to be brought in to sort out the company's problems.

The extent of the problems thrown up by the merger is reflected—13 years on—in RSH's undated annual report for 1976-77, which comments on the difficulties of making a "healthy and balanced whole" from the

two merged companies. The man who had been brought in seven years before to sort out RSH's problems, Dr. Hoefnagel, saw his grand design collapse. He resigned last September to make way for another reorganisation of the company.

His successor did not last seven months. Mr. Van Heusden, a former manager of the Ooster trading group who supervised the reorganisation of the loss-making building group Nederhorst, made his appointment conditional on RSH continuing as a going concern.

If government support was not forthcoming and a moratorium on interest payments became necessary, Mr. Van Heusden would resign. RSH surprised shareholders and unions alike with the announcement earlier this month it had applied for a moratorium, and Mr. Van Heusden promptly stepped down.

RSH's dealing with its shareholders, the unions and the public have been plagued by poor communications. The unions responded to news of the payments moratorium with subsidies on imported maize for starch manufacturers. This removed RSH's access to moderately priced raw materials.

The serious blow came last year when the Government put a ban on the production of Isomericose. At this time, work on Altona Sugar's Tilburg factory—for which a buyer is now being sought—was well advanced. The man who had been brought in seven years before to sort out RSH's problems, Dr. Hoefnagel, saw his grand design collapse. He resigned last September to make way for another reorganisation of the company.

Sofina lifts dividend

By David Buchan

BRUSSELS. March 13. VMF-STORK, the largest Dutch engineering group, has called on the Government to take a direct shareholding in the company to help its financial problems. Particular solutions such as that proposed by the recent State guarantee of Fis.100m. for the diesel engine division are no longer enough. Mr. G. van den Brink, a member of the managing Board said.

A decision on Government support is expected within the next fortnight. VMF-Stork has not yet taken up the Fis.100m. guarantee offered last year. The interest charges currently proposed on the loan are unacceptable to the company. Negotiations are continuing on the possible conversion of the loan into a direct State holding.

VMF-Stork, which employs 15,000 in Holland, said that if speed of agreement is reached this will affect the 1977 profit and loss account. The annual report is due to be published within the next few weeks.

BY CHARLES BATELOR

PARIS. March 13.

LEGRAND, a French electrical group, said Monday it is negotiating the acquisition of a majority interest in WEG of West Germany.

AP/DT

Fis.50-60m. in 1977 following a loss of Fis.27m. (Fis.12.3m.) in the first six months of the year alone. The company declined in comment on Press reports that the operating loss and transfers to reserves to meet restructuring costs last year totalled Fis.130m. while further losses of Fis.80m. are forecast for the current year.

VMF-Stork has already announced plans to shed 10 per cent. of its workforce in Holland this year. It expects a further decline in markets and an increase in competition.

Robeco's U.S. investment

By Our Own Correspondent

AMSTERDAM. March 13.

ROBECO, the Dutch-based investment company, said changes in the geographical spread of its assets in 1977 were largely due to changes in currency rates, since it maintained an unchanged investment policy. The percentage

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In the U.S. and Canada Robeco moved into stocks offering an attractive return on investment and showing scope for further dividend increases. It added Chase Manhattan Corporation, Cities Service Company, El Paso and Northern Natural Gas among others, while sales included Eastman Kodak and First

Charter Financial.

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Rally undermined by currency doubts

BY OUR WALL STREET CORRESPONDENT

A STRONG early stock market rally gave way to profit-taking in spread to Wall Street. After the market closed, the Government said it had cut the estimated Budget deficit for the current year by \$8.8bn, to \$83bn.

DEM continued to come under selling pressure, falling three points to \$239.50 in heavy trading.

PARIS—Sharply higher in minutes longer than usual.

Matra and DSA ended the session unquoted owing to a series of buying orders.

Buying the highest rises between 15 and 30 per cent.

Croisit Loire put on 10.3 to 1,345.2 to 160.4 while Schneiter, Neci, Haette, Credit National, Roussel, Sommer, Alibert, and Jeumont also rose.

Buying orders far outpaced sellers' offers, with difficulty noted in many cases in fixing a price.

The sharp rises were in response to the French elections on Sunday, which showed less-than-expected support for the Left.

BRUSSELS—Mixed in more lively trading. Sibro, Union Maritime, Astra and CBR rose.

EEES, which announced an unchanged 1977 dividend, was unchanged, while Vieille Monnaie, Hoboken, Cockerill, Mozae, Combra and Andre Dumont fell.

Petrofina and its Canadian and American units rose.

AMSTERDAM—Most prices firm on news of the dollar recovery, with internationals all gaining.

Stores were firmer, led by

disappointment which quickly spread to Wall Street. After the market closed, the Government said it had cut the estimated Budget deficit for the current year by \$8.8bn, to \$83bn.

DEM continued to come under selling pressure, falling three points to \$239.50 in heavy trading.

Another outstanding loser was General Dynamics, which dropped \$2.50 to \$407—the company has

the government it will stop work on its submarine construction programme because of a break of contract" by the Navy.

On the take-over front, Hardee's Food Systems gained \$1.10 to \$16.40, a volume of 200,100 shares. The company disclosed preliminary merger talks with Pet Inc.

—down \$1 to \$38.10—and said talks would continue later this week.

Prices finished higher in moderate trading on the AMERICAN SE.

The index put on 0.30 to 125.65, with volume totalling 2,776,323.

Honeywell ended \$1 to \$48.10. The company said it would not market its model 66-KS computer, announced in January 1977.

OTHER MARKETS

Canada higher

Share prices finished higher on Canadian stock markets in fairly

gains of 22 cents at 11 a.m., closed just 6 cents ahead at \$43.40.

Turnover was 3,026m. shares down on Friday's total of 24,076m. shares, with advancing stocks outnumbering losers 737 to 638.

The morning's advance was attributed to hopes that the U.S.-West German dollar support measures would help stop the currency's decline in foreign exchange markets.

But the dollar closed lower against the D-mark, with currency traders apparently disappointed at the size of the support package.

MONDAY'S ACTIVE STOCKS

Stocks closing up Change in stocks closing down

Stocks closing up Change in stocks closing down</p

FARMING AND RAW MATERIALS

celand
sh ban
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Our Commodities Staff

RESUMPTION of Icelandic and haddock landings at Hull likely to bring a significant price for the time being, according to the National Federation of Fishmongers yesterday. It should help prevent prices rising.

A ban on landings, operated by the Transport and General Workers' Union in March with British fishermen had lost their traditional Icelandic waters came into operation in November 1976. It was ended last week after more than four months of surges from Britain's fishing industry.

20,000 stones of fish was added yesterday from the last day, Dagenay, the second indicative vessel to do so since the ban. The fishing indicated that prices could not be expected to show a marked fall as is always scarce at this time.

Federation spokesman said resumption of landings was "good news" and must help to prices a little. "But it is one port and at best can take a few pence a pound at this stage.

Before we get any marked action they must be coming to Grimsby and Fleetwood as there I think we shall see a difference," he said.

Minister sets
up farm
water inquiry

Our Commodities Staff

JOHN SILKIN, Minister of Agriculture, has launched an inquiry into the future water requirements of the farming and industrial industries. In charge will be Sir Nigel Hart, chairman of the Advisory Council for Agriculture and Horticulture in England and Wales.

The inquiry was announced in Commons yesterday. The bodies with a direct interest will be invited to give evidence soon, but consumers from other bodies and individuals not approached will also be welcomed, the Ministry investigation is to be to the Government's guidelines. In a recent article on the water industry to set up a National Water Authority to replace the existing National Water Council.

main job of the new authority will be to organise a national strategy for all water services.

Cocoa surges on new futures buying wave

BY RICHARD MOONET

SPECULATIVE BUYING sent cocoa prices soaring on the London futures market yesterday. The prompt March position climbed above £2,000 a tonne and May cocoa closed £142 higher at £1,874.50 a tonne.

The market began strongly with nearby positions registering £400 permissible limit-rises within minutes of the opening and the advance accelerated in the afternoon following news that the International Cacao Organisation had cut its estimate of the 1977-78 world cocoa surplus from 38,000 tonnes to 20,000 tonnes.

But many London traders were dubious about the influence of the news on the market.

The Cocoa Organisation's production and consumption figures, which depend heavily on information provided by the producers themselves, have been generally disregarded in the market this season because they have been so far from the trade's own projections of the situation.

Its first report, issued in October, predicted a deficit between production and consumption of 33,000 tonnes and this compared with market forecasts of a yesterday's rise.

surplus ranging upwards from 100,000 tonnes.

In January the Organisation's secretariat brought out its own forecast of a 39,000-tonne surplus but even this was considered far too low by most traders especially as it followed closely on the publication by Gill and Duffus, the influential London trader, of its first crop report, which put its total at 98,000 tonnes.

Last month Gill and Duffus trimmed its estimated surplus to 86,000 tonnes. By this time declining production prospects, particularly in West Africa, and signs that consumption may not have been hit as badly as had been feared led the secretariat to suggest that this figure was probably a little too high. But few would have suggested that the surplus would be as low as 39,000 tonnes, let alone 20,000.

The rise in cocoa values which has lifted the March position by more than £500 a tonne in the past month has been mainly due to speculative buying and minimal producer selling. And some market sources thought this pattern was also responsible for with market forecasts of a yesterday's rise.

A striking characteristic of the market in this period has been the almost total absence of manufacturer buying. Initially this might have appeared "bearish" but it now seems possible that the manufacturers, having failed to hold down prices, will be forced to buy soon because of declining stocks.

If this happens a further price surge could follow.

A further influence in the changing mood of the market has been the world currency situation. The growing inevitability of some action to support the dollar has been viewed as inflationary and therefore encouraging to higher cocoa prices.

"Chartist" indicators have been pointing upwards for some weeks despite the basically "bearish" situation. But it now appears that many of the earlier "bears" have maintained their short positions in the market in the hope of a downturn.

A large number of these are now accepting their losses and buying cocoa futures to cover their "shorts."

Blenders shun tea auction

By Our Commodities Editor

THE LONDON tea auctions yesterday were again turned into a "farce" as the major U.K. tea blenders were absent as buyers for the second week in succession.

Although there was slightly more buying interest from other sources — mainly exporters — only about a fifth of the total offerings of 50,000 chests (of 50 kilograms each) was sold.

In these circumstances no official price quotations were given, but it was claimed that prices paid were only about 1p to 2p below the sellers' valuations.

U.K. blenders say they cannot buy new stocks of tea until they have some idea of the Government's intentions about imposing a maximum retail price, following the controversial Price Commission report that price should be cut by about 5p a quarter pound.

Mr. Roy Hatherley, Prices Minister, is due to announce on March 21 whether he will take any further action to bring down retail tea prices, or whether he is satisfied that the recent cuts have reduced prices to the level recommended by the Commission report.

White uncertainty remains as the blenders say it would be madness to buy when they don't know at what price they will be able to sell.

SPANISH AGRICULTURE

Shadows over the orange groves

By A CORRESPONDENT

AN ALL-ROUND increase of 17 per cent in guaranteed higher farm payments, it was said, was quoted as affirming that some poisoned oranges citrus crop was not worth picking — an operation that constituted a separate problem in itself since, although strikes by members of rural organisations. On the face of it, it will be the best thing that has happened for these became legal, wages and employers' social-security contributions have soared. Last year, farm incomes fell by 43 per cent in real terms.

The new price guarantees, covering 18 different products, will enable citrus producers for the time being to forget about such drastic measures as leaving fruit to drop and rot, for even juice-making now becomes economically feasible.

But what are termed "political" prices have been firmly condemned by the administration, and the long-term answers to problems like labour and production costs from the Government, and caused what the papers called "confusion, panic and hysteria" throughout the industry.

For a while, exports of Spanish oranges, which had been running at more than those of the year before, collapsed. In the week when the German-inspired scare was at its height, only 4,300 tonnes were sent to that country.

The deficiency causing most concern at the moment is that a high proportion of the citrus crop is exportable fruit, which, if it is exportable at all, is too small to attract prices sufficient to cover production costs, which are closely that implements of a size common in competing citrus-producing countries cannot work between them.

This will take time. The country is still growing types of oranges that have lost favour in its main markets, and trees planted even within the last five or six years have been spared so closely that implements of a size common in competing citrus-producing countries cannot work between them.

Meanwhile, the Spanish taxpayer, to whose pocket

in defending its own oranges, "valencias," are expected to democracy is blazing new trials, will have to shoulder much of the industry's burden.

Coffee export move lifts market

BY RICHARD MOONET

COFFEE PRICES rose sharply on the London and New York futures markets yesterday in response to the announcement by Central American "other" mills that they plan to suspend export sales in an attempt to halt the fall in

world prices. But some London trade sources were sceptical about the likely effectiveness of this strategy.

On the London terminal market the May quotation rose to £1,456 a tonne at one stage before closing 54p higher on the day at £1,480.5 a tonne.

London dealers said the "other mills" move appeared very similar to the sales ban agreed last autumn but that circumstances were far less propitious this time. While some signatories to the agreement, such as Guatemala and Nicaragua, have little coffee left to sell, others, such as El Salvador and Mexico are still relatively poorly sold. The first group may be happy to suspend exports but the latter would presumably be very reluctant to do so.

Brazil's eagerness to sell coffee has been illustrated recently by the offering of substantial "discounts" on exports and the success of this policy was underlined last Friday when 306,000 bags (60 kilos each) of Brazilian coffee were registered for export.

Between March 1 and 9 export registrations totalled 884,000 bags, a figure which greatly surprised many traders who thought they were not so large sales.

They said there was no doubt that Brazil's sales had picked up since the introduction of the minimum (discount) system on February 16 and that this, together with low basic prices, had ensured that Brazil had regained its traditional share of the world market.

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As expected, copper stocks held in LME warehouses fell for the seventh week in succession, declining by 10,734 tonnes to a total of 887,300 tonnes.

This is the lowest level of stocks since November 1976, but the recent outflow is basically a transfer of surplus holdings across the Atlantic in anticipation of the U.S. possibly imposing copper import restrictions.

A rise in tin stocks — up by 125 to 4,138 tonnes — was less

than forecast. This shortfall, together with currency fears, helped offset a sharp fall in the value of sterling gave a boost to copper, lead, zinc and silver prices, and limited the decline in the tin market.

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As expected, copper stocks held in LME warehouses fell for the seventh week in succession, declining by 10,7

STOCK EXCHANGE REPORT

Demand peters out and markets close little changed
Index 0.6 harder at 459.6 after 461.3—Scattered features

Account Dealing Dates

Opinion
First Declaral... Last Account Dealing Dates Day
Feb. 27 Mar. 9 Mar. 10 Mar. 31 Mar. 13 Mar. 30 Mar. 31 Apr. 11 Apr. 3 Apr. 13 Apr. 14 Apr. 25

* New date. Dealing may take place from 9.30 a.m. two business days earlier.

Stock markets disappointed yesterday at the start of a new trading Account. Dealers' hopes for a resumption of recent buying were reflected in slightly higher equity prices at the opening. But no follow-through developed to the support which last week left leading shares with their best gains for four months.

No inspiration was forthcoming from British Funds which closed barely changed after the major maturities had recovered earlier small falls. Short-dated stocks ended marginally easier, where investors here were awaiting the February trade returns, due to-day, and the latest money stock figures, due on Thursday.

The undertones in equities held up extremely well, as seen in the ratio of rises to falls in FT-quoted industrials. This, at 5.1, is an improvement on the 4.1 ratio which ended on Thursday and the FT-30 share index put on over 12 points. Yesterday, the index closed only 0.6 up at 459.6 after having been a couple of points up at the three afternoon calculations.

Prus' recommendations and trading reports led to scattered gains in the first half of the session, lighted by a jump of 21 to 113p in Johnson-Richards Tiles on the bid approach from Hepworth Ceramic. Securities of overseas-based companies stood out with good gains on renewed strength in the investment dollar premium. The recovery in retail sales in February failed to lift Stores which closed with a loss of 1.2 per cent, in contrast to numerous small gains elsewhere in the FT-Actuaries Indices. The All-share Index gained 0.7 per cent to 202.12.

Official markings of 3,597 failed to match the 5,042 recorded on the first day of the previous account. However, they improved on last Friday's 3,401 and the week-end.

Funds mark time

Sterling's movements in foreign exchange markets found little reflection in British Funds, which were prepared to await to-day's announcement concerning the February trade returns. The market's initial tendency was apparent initially at both ends of the market but medium and long-dated issues soon reversed to Friday's flat levels and thereafter marked time. Despite the probability of overseas buying interest, the shorts softened a proposed 66 per cent scrip issue, and Parker Timber added after the official close on a penny to 108p following the

occasional demand. Corporation interim figures, further improvements of about 5% were seen in Southern Rhodesian bonds made Redland, 137p, and Marchwiel, 120p, to a point of 50.

Reflecting events in the international currency situation, the investment dollar premium remained volatile. Sterling's initial performance prompted covering operations and renewed institutional support, the combination of which pushed the rate up to 98% per cent, but after gains on an arbitrage account subsequently brought a reaction to 93 per cent before a close of 95% per cent, up a net 31 points on the day. Yesterday's SE conversion factor was 0.7020 (0.7136).

NatWest bought

A reasonable trade was transacted in the four major clearers. Yield considerations were probably a factor in NatWest, which rose 6 more to 25p ex-dividend, while Midland put on another 3 at 34p in further reflection of last Friday's results. Merchant Banks had prominent features in Grindlays, up 8 at 120p, and Kfleiswurt Benson, 3 better, to 102p, awaiting to-day's preliminary figures. Samuel Warrants were raised 25 to 425p, while Amex Overseas Issues, the 30-share index put on over 12 points. Yesterday, the index closed only 0.6 up at 459.6 after having been a couple of points up at the three afternoon calculations.

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Stores below best

Although finishing on a dull note, the Store leaders restricted their losses to a fall of 4 in Gussies A, at 223p. Among secondary issues, Greenfield Lovell edged up 3 to 22p in anticipation of to-morrow's pre-

Ordinary rising 6 to 7p and the 10 per cent scrip issue, while Preference shares, which opened at 115p and closed at 117p.

Awaiting to-day's preliminary figures, United Biscuits improved 6 to 21p. Bluebird Confectionery, which reported interim figures on Friday, rose 7 to 153p, while S. W. Berisford, 203p, and G. W. Sparrow, 188p, and Rank Organisation, 343p, Johnson Group Cleaners put on 3 to 21p awaiting to-day's annual results.

Rolls-Royce came to the fore, rising 7 to 76p in active trading on the better-than-expected preliminary figures. Other Motors and Distributors were selectively better following a reasonable trade. Automobile Products were supported at 193p, up 4, while Lucas Industries, 227p, and Group Lotus, 110, both improved 2 better. V. Coles moved up 2 to 141p in response to the chairman's optimistic statement at the annual meeting, while investment demand left Henlys 12 to the good at 121p.

Thomson were again to the fore among North Sea oil-orientated Newspapers and gained 8 to 193p. Demand was also forthcoming for News International, up 4 to 240p, while Papers and kindred issues staged noteworthy movements in Jefferson, Smurfit, 8 higher at 174p, and Standard and Provincial Power, which moved 5 to 21p in 1977.

Within this market, Rank International has a 46 per cent stake in the latter and this is apparently causing some speculation. Elsewhere, Oxley Printing recorded a Press-impressed rise of 2 to 54p, while renewed speculative interest lifted Mills and Allen 5 further to 135p. Inveresk gained 2 to 65p ex-dividend.

Hotels and Caterers had their share of firm spots. Ladbrooke rose 5 to 182p, while Queen's Hotel, 153p, and Grosvenor put on 3 to 180p.

Interest in the Electrical sector centred on Faraday on secondary issues. Faraday found support and put on 8 to 206p, while buyers also favoured Electrical Components, which gained 6 to 326p. Electronic Rentals firmed 3 to 111p and similar improvements were recorded in MK Electric, 153p, and Telephone Rentals up a like amount to 45p.

BSR responded to favourable week-end Press mention with a rise of 11 to 235p and London Biscuits up 2 to 225p, while 21p and MEPC closed unaltered at 213p after 194p.

ICL supported

Lack of follow-through support saw the miscellaneous industrial leaders drift back from higher opening levels. Beecham closing 3 dearer at 163p, after 161p, and Glaxo a similar amount higher at 330p, after 333p.

Secondary issues, however, made another useful showing. Occasional support left ICL 8 to the good at 322p, while demand in a limited market prompted a rise of 14 to 207p in Sale Tilney. Buyers continued to show interest in Brook Street Biscuits, up 6 more to 64p, and similar rises were recorded in Booker McConnell, 212p, Peatons, 20p, and Hay's Wharf, 143p. Securior issues were firm in response to the chairman's optimistic annual statement, the

share of which was 10% of the firm.

Ordinary rising 6 to 7p and the 10 per cent scrip issue, while Preference shares, which opened at 115p and closed at 117p.

Overseas Traders returned to favour. Sime Darby, which reported interim figures on Thursday, rose 7 to 116p, while similar gains were seen in Gili and Dufton, 208p, and S. W. Berisford, 203p. Press comment directed attention to United City Merchant, the Ordinary and the 10 per cent Loan putting on 5 and 6 respectively to 115p and 116p.

Investment Trusts were better throughout the list. The First National Preferred improved 3 to 191.5p, while S. W. Berisford, 203p, and G. W. Sparrow, 188p, all gained 2 to 211p awaiting to-day's annual results.

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BSR responded

February retail sales unexpectedly high

BY DAVID FREUD

SPENDING in shops is now running well ahead of last autumn's levels although it is still well short of the boom conditions expected later this year.

The provisional estimate for the volume of retail sales in February was unexpectedly high.

The index reached 106.5 (seasonally adjusted, 1971 = 100) compared with a final index figure of 104.8 for January, according to Department of Trade figures published yesterday.

In the December-February period, overall sales were 3 per cent up on the previous three months in volume terms.

Nevertheless, the average level of the index for the three months, at 106.1, was still far below the peak of 111 recorded in the first quarter of 1973.

One factor depressing the overall level of sales is that under a third of people covered by major pay settlements have agreed on rises in the current wage round, significantly fewer than at this stage in previous years. Thus, spending power is less.

The erratic monthly movement creates an additional area of uncertainty for the Chancellor in determining the outline of his April Budget. The February figures—in their revised form—will be the last available before Budget day, April 11.

The Department of Trade said the figures were slightly surpris-

RETAIL SALES		Values per cent change
Years	1971 = 100	with a year earlier (not seasonally adjusted)
1976	1st 105.9	+14
	2nd 106.9	+12
	3rd 107.3	+15
	4th 105.9	+16
1977	1st 103.3	+14
	2nd 102.5	+13
	3rd 104.3	+15
	4th 104.4	+13
	Nov. 103.1	+11
	Dec. 106.9	+16
1978	Jan. 104.9	+12
	Feb. 106.5*	+13*

* Provisional estimate

Source: Department of Trade

ing: the general expectation was that sales would be depressed under the Budget.

There were two possible

reasons for the rise. Some of the money from the November budget and pension payments may have been spent last month.

Secondly, two large groups of workers—the local authority manual workers and National Health Service ancillary workers—would have benefited from a rise in consumer confidence.

Health Service ancillary workers would be a serious de-

reasing factor in employment levels.

January and received back pay. The back pay of the 1m. manual workers alone could have put about £50m. into the economy.

The significance of the February figure could be affected by revisions, which have been averaging 0.7 points over the last few months. The provisional January figure of 106 fell 1.1 points when it was revised.

The Retail Consortium said that the provisional figure—if it was not revised downwards—was very encouraging.

It could be explained partially by the carry-through of January sales activity into February. But more important, there were signs of an increase in consumer confidence being reflected in higher sales. Sales of consumer durables were far better than expected.

The consortium expects the figures for March to remain at a relatively depressed level until the Budget unleashes a consumer boom.

Total sales for the year are expected to be 4.5 per cent. more than in 1977, implying a 1978 index of 108.109 and monthly levels towards the end of the year around the peak 111 levels recorded in the early 1970s.

Secondly, two large groups of workers—the local authority manual workers and National Health Service ancillary workers—would have benefited from a rise in consumer confidence.

Health Service ancillary workers would be a serious de-

reasing factor in employment levels.

Government compromise on blacklist publication

BY JOHN ELLIOTT, INDUSTRIAL EDITOR

THE GOVERNMENT is to take the initiative in publishing the names of companies it puts on its blacklist for breaching the pay guidelines. But each company involved will be given the right to say that its name should be kept secret.

This Government compromise over the issue of publication of the blacklist emerged from a Commons answer given yesterday by Mr. Denis Healey, Chancellor of the Exchequer. It marks a change from the present policy of only confirming that a name is on its blacklist when the company concerned has first publicised the fact.

The precise method of future publication of the list has yet to be decided. But it could be a periodic announcement in the London Gazette, or a Treasury Press announcement which would also be made available to MPs, or an answer to a Commons question.

The number of companies

refusing to allow their names to be publicised may also be given at the same time.

At present there are thought to be about 30 companies on the list, which is drawn up by the Treasury to tell Government departments and other public bodies which companies may be refused Government business or financial help.

Exposure

Mr. Healey's announcement was made after talks with the CBI over the issue of contracts containing pay policy clauses about to reach a conclusion. The Government last night published figures which showed that some companies are accepting the clauses.

Meanwhile, with Government talks with the CBI over the issue of contracts containing pay policy clauses about to reach a conclusion, the Government last night published figures which showed that some companies are accepting the clauses.

In another written answer, Mr. Peter Shore, Environment Secretary, said his department's Property Services Agency had placed nine works contracts and 23 supply contracts containing the clauses the CBI is trying to

refuse. Mr. Healey's decision is in line with the advice he received from the CBI which, while realising the basis of the Conservatives' change.

Rolls-Royce car output falls but profits rise

By Terry Dodsworth,
Motor Industry Correspondent

CAR PRODUCTION at Rolls-Royce Motors fell by 14 per cent. last year in the worst period of industrial troubles since the group was floated as a public company in 1973.

However, aggressive pricing in the car division and improved results from diesel engine sales lifted profits by 27 per cent. to £11m.

These preliminary results, announced yesterday, are better than the market had been expecting.

Rolls-Royce has suffered from both internal disputes, when its London coachbuilding plant went on a 16-week strike, and from external problems with suppliers.

It was hit hard by last year's Lucas strike and by an 11-week dispute at Burman, which makes the new rack-and-pinion steering unit for the Silver Shadow II.

Output this year has been much steadier and the company hopes to make between 3,400 and 3,600 cars. This would put it back on course for the 7 per cent. a year growth rate sought in its long-term investment plans.

Investment last year came to about £9m.—and will continue this year at the same rate. Mr. David Plastow, managing director, said last night.

This expenditure is designed to cope with the expansion in diesel engine capacity—Rolls-Royce delivered the first of its new V12 military engines late last year—and for the development of a new Silver Shadow car.

Rolls-Royce's admission that it has a new car under way is the first public indication of its plans to adapt its product range to the tough new U.S. requirements on fuel economy.

The company is also attempting to balance its interests by increasing diesel engine turnover to equal that of cars.

Turnover last year rose from £105m. to £123m. The car division's profits rose from £6.1m. to £8.5m., and the diesel engine division's from £1.3m. to £2.4m.

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National engineering strike called off

BY ALAN PIKE, LABOUR CORRESPONDENT

THE TWO-DAY national engineering strike planned for next week was called off last night as unions and employers settled a new pay agreement.

It will now fall to Mr. Albert Booth, Employment Secretary, to decide whether a grey area in the Government's pay policy will allow low-paid workers in the industry to benefit in full from the agreement immediately. It was that factor which made settlement difficult and gave way to the strike threat.

The strike was called after the Confederation of Shipbuilding and Engineering Unions and the Engineering Employers' Federation agreed on a national pay rates, but not on how they should be implemented.

Union leaders demanded that engineering workers earning less than the new rates should receive rises immediately but the Federation resisted, saying it would expose member companies to possible Government sanctions.

Under yesterday's agreement, low paid workers will receive

the new rates—£57 for crafts men this month and £60 on August 1 with proportionate rises for other grades—immediately if Mr. Booth approves.

Other workers will not benefit from the revised national agreement until the anniversary date of their last pay rise.

A joint delegation from the Confederation and the employers will see Mr. Booth later this week and urge him to accept the agreement.

Mr. Hugh Scanlon, president of the Amalgamated Union of Engineering Workers and leader of the Confederation negotiators, said yesterday that he did not believe it was a breach of either the 12-month rule or the pay guidelines.

Even if Mr. Booth rejects that interpretation the engineering industry will still have a new set of national minimum rates and the unions will be able to pursue employers paying below them under Schedule 11 of the Employment Protection Act.

Continued from Page 1

U.S. and Bonn

resources is both new and significant.

Adrian Dicks reports from Bonn. Herr Mattheofer welcomed today's agreement as a proof of the Carter Administration's willingness to support the dollar.

Dr. Otmar Emminger, the president of the Bundesbank, also underlined the importance of what he described as a political signal to foreign exchange markets that the U.S. currency would not continue to decline into the cellar.

Stressing a view he has held for some months, he said he was confident that once markets had appreciated there was no longer a process of "self-sustaining decline" working against the dollar. The interest rate differentials in favour of the U.S. would bring about a substantial flow of

funds back to the American currency.

Earlier the British Prime Minister described the U.S. German agreement as "something to build on," though he also stressed that it was only one of a series of "concerted actions" that need to be taken by the major industrial nations.

Herr Mattheofer, meanwhile, reiterated that West Germany had no intention of taking fresh stimulatory measures.

Margaret van Hattem writes from Basle: Central bankers attending a meeting of the Bank for International Settlements here discussed the measures. Senior officials said the general response was highly favourable, particularly from "the snake" currency countries.

Hepworth Ceramic may bid for tile maker

BY CHRISTINE MOIR

THE MARKET value of Johnson-Richards Tiles, Britain's leading pre-tax profits of £18.9m. on a turnover of £162m. Profits for 1977, due next Monday, are widely expected to show an advance to at least £25m.

Despite a recent investment programme of nearly £75m. Mr. Gondal said he did not think the company would need to take up any facilities to mount a bid for Johnson.

At Johnson, Mr. John Done, the new chairman, refused to comment on the likely outcome if the talks succeed. Already the world's biggest clay pipe maker and fifth of sixth largest manufacturer of refractories, Hepworth would be diversifying into a new area within its own sphere of clay technology. Mr. Peter Gondal, Hepworth's chairman, explained yesterday.

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Steelmen pledge to stop closure of Shelton plant

BY ROY HODSON AND PAULINE CLARK

BRITISH Steel Corporation was Mr. Macdonald cancelled plans to visit Shelton yesterday to announce the iron and steelmaking closure after he was warned by union leaders at the plant that demonstrations were being organised to disrupt his visit.

Details of the plans provoked immediate anger from representatives of the 2,000-strong workforce when they were announced on behalf of Mr. Norman Macdonald, executive in charge and managing director of the corporation's Scunthorpe division.

Instead, Mr. Ron Melvin, a vice-chairman of Barclays, revealed that the bank had set up a working party to consider all aspects of bank disclosure, and said he personally believed that within three years very few important matters—including movements in bad and doubtful debt provisions—would be left undisclosed. Ideally, all the big banks would move together but Barclays did not rule out the possibility of going it alone.

Mr. Bob Harrison, national secretary for the steel industry in the Transport and General Workers' Union, yesterday expressed total support for the shop floor at Shelton.

Shelton is one of the high-cost British Steel plants which are costing the corporation £100m. a year. Altogether the corporation expects to lose more than £250m. this financial year and more than £200m. next year.

Radical plans for reshaping British Steel are proposed by the Government and are to be disclosed by Mr. Eric Varley, Industry Secretary, before Easter—will wipe out the Shelton arc furnace scheme and other schemes which would have resulted in an increase in British steelmaking capacity.

THE LEX COLUMN

Banks may shed another veil

Index rose 0.6 to 459.6

there was no excitement in London where an in-stock market was apparently events on.

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